HOME STUDY COURSES IN BUSINESS ADMINISTRATION

Home Study Courses
— IN —
Business Administration

IN SIX VOLUMES

By

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SECTION 64—SALESMANSHIP

THE SALESMAN

The Salesman.—No one plays a more important or necessary part in the drama of business than the salesman. He is the connecting link between production and distribution. Without him invention would avail nothing. Without him the factories would never have been built. Without him there would have been no hum of machinery. Without him the armies of labor would not have found employment in their present tasks. Without him the railroads would not have woven their web of steel from ocean to ocean and from the lakes to the gulf. Without him the rivers and the seven seas would not have borne the ships of commerce. Without him most of the hotels would never have opened their doors. Without him our civilization would still have been that of the Stone Age, devoid of all the things that make life worth living.

There is no profit in invention or manufacture unless there is a buyer. The function of the salesman is to present the goods and the advantages of their use in such a way to jobbers, retailers and the public that purchases shall be made in ever increasing volume, and so set in motion a constant flow of production and consumption, with result-

ant profit to manufacturer, jobber and retailer, and equal advantage in their use to the ultimate consumer. In other words, the burden cast upon the salesman is to provide the buyer for the goods produced by the manufacturer. In a very special sense the salesman is the great builder of business.

His Responsibility.—There is no heavier load carried by any class of business men than by the conscientious salesman. Each one knows that back at the factory there are hundreds of thousands of dollars of invested capital whose earnings are dependent upon the result of his efforts. Each one knows that there are hundreds of families whose income, whose living, depends upon the volume of business he can send in day by day, week by week. Each one knows this, in addition to the personal responsibility that is his, in relation to his own family and those dependent upon him.

Then there is that further responsibility of what is to be his own future—all dependent upon how well he plays his part in this drama of business. He knows that the days are slipping by and that he must make each one count, if the aggregate is to build a competence for the future, for the day when he must of necessity quit the road. Before that day he must, if it be humanly pos-

sible, win a promotion that will enable him to give his house the advantages of his years of experience in selling, his knowledge of the trade and of its requirements, as one of the executives of the business he has had so large a part in upbuilding.

His Opportunity.—Especially is it true of the salesman that his future is in his own hands. Unlike many others he has no definite hours, no clock to ring, no foreman or superintendent standing over him. He is an honor man, away from the factory or offices, and in a peculiar way his own boss.

He has his territory and out of it he can erect a structure that will be an enduring monument to his fidelity, his energy, his tact, his perseverance, his knowledge of human nature, his service, his meeting of human wants.

He wants to get rid of the idea, at the very outset of his career, that he is working for some firm or corporation. He wants to become imbued with the idea, the fact, that he is working for himself, just as much as any retailer or other business man who has his name up over his place of business. It is not only true of the salesman, for every man is working for himself, and once to gain the real significance of that, is to put a new dignity within a man.

It is told that a certain English nobleman once

had a block of flawless Italian marble sent to the studio of the most famous sculptor in Rome. When the block had been set up in the sculptor's studio, the nobleman called upon the sculptor and said to him, "Signor, do you see that block of marble, perfect in every detail?" "Yes, my lord," replied the sculptor. "Well, signor," continued the nobleman, "that block of marble contains the most beautiful statue the world has ever seen. It depends entirely upon you, with your chisels and mallet, and your artistic skill, how close you can come to that thing of perfect beauty that lies hidden therein."

So to the salesman, and to every man, for that matter, it might be said that the life that is before you is your block of marble, containing your own conception of the man you have pictured as what you would like to become. Your time, your line, as your chisels and mallet, and your training and ambition as your artistic skill of the story, place within your own hands the means of chipping away at your own block of marble, and upon yourself only depends how closely you can make your life, your success, reflect the vision you have set up before you.

What has been said means that there is no limit that a salesman may not hope to reach. True he will in most cases begin with a modest line and in

a small territory. But he can make that territory so productive, according to what the house has set as the volume of business that should come from it, that he will be given other, larger and more productive fields. Then other houses are always watching for the appearance of the successful salesman, and they will come with their offers, and where the salesman finally lands, he himself determines. But he will find that if he is to reach his goal, he must wipe the figures off the dial of the clock, and many a time forget the names of the days of the week. There are no office hours for him. All hours, any hours, when any person can be found who will buy, are his working hours. When every possible call has been made and every possible order secured as a result of those calls, no matter what the weather, whether wet or dry, hot or cold, then the next succeeding hours are the ones to be devoted to taking him to the next field of endeavor. Such are the rungs of his ladder to success, and if he will climb them, one by one, day in and day out, he will surely, unfailingly, reach the top.

His Obligations.—It should be firmly fixed in mind that there is vastly more to salesmanship than simply the ability to sell goods. The failure to understand this keeps many a man from reaching the top of his ladder. There is the "star sales-

man" whose volume of orders surpasses that of any other man on the force, and yet that man may eventually become a liability to the house instead of an asset. It is just as much an evil, if not more, to overstock dealers or jobbers, as the case may be, as not to make enough sales. More business friendships are lost in this way than in any other phase of salesmanship. Profits come through quick turn-overs, while goods that remain on the shelves eat into those profits every day they linger there. Find the jobber or the dealer who has listened to the rosy tale of profits to be made on a certain line and who has been influenced against his better judgment to put in an unwarranted heavy stock, that takes a long lease on the shelves, and that eventually has to be sold at slashed prices that strip off all profits, and there you will find an account that is almost as good as lost.

The obligations of the salesman are two-fold: to his house and to his customer, and they must both be kept if trade is to be kept, to say nothing of its increase.

To His House.—The salesman's obligations to his house consist of (1) securing as many accounts as possible within his territory; (2) keeping his house advised of all matters affecting the credit standing of both his customers and prospective customers and any other facts connected

with the management and conduct of their respective businesses that might be of value to the house; (3) keeping his house constantly advised of all new goods put out by competitors and the different sales and publicity campaigns conducted in connection therewith; (4) reporting all suggestions from customers as to improvements in goods, their packing and display, sales helps and other means of stimulating trade; (5) reporting all complaints as to goods or service, with any recommendations as to remedies or adjustments; (6) acting as the element of personal contact between the customer and the house, thus more firmly cementing the relationships in order that they might remain both cordial and unbroken, and adamant against the assaults of competitors.

To His Customers.—The salesman's obligations to his customers consist of (a) acquiring a thorough knowledge of each customer's business, as to volume and character, as well as the class or classes of trade served; (b) fitting the lines of goods to the customer's trade; (c) steadfastly refraining from selling or permitting a customer to buy more goods than can be promptly and advantageously sold within such a period as will yield a relatively quick turn-over; (d) assisting the customer, especially if he is a retailer, in making proper and attractive displays of the goods, both

window and store interior, and explaining how other dealers have moved their stocks quickly; (e) making suggestions as to local advertising or mail campaigns to sell the goods; (f) advising the customers as to manufacturing and trade conditions generally, and with special reference to supply and demand as affecting both present and future price and the ability to secure additional goods on reorder, if that be necessary; (g) informing customers of new goods coming out, discontinued patterns and items, opportunities to purchase "specials;" (h) establishing and maintaining inviolate the implicit confidence of the customer, so that the salesman will come to be looked upon as an unfailing source of advice, information and valuable suggestion; (i) standing between the customer and the house to see that the customer gets a fair deal at all times, not only as to the goods and their maintenance of quality, but all the more so in cases of financial stress, where accommodation might temporarily be required.

In short, the salesman's duty is to be the friend at court of the customer, watchful of his interests so long as those interests run along parallel lines with those of the house.

It is the salesman who serves his customers best without forgetting his obligations to his

house, that wins the confidence and the trade that goes wherever confidence is placed. Such a salesman need never fear about competition. He will always be welcomed. There will always be something in his line that will be wanted. He has proven himself more than a seller of goods. He has become, in no small sense, the guide and advisor, the business counsellor of his customers. As he reaches these heights, he begins to realize the dignity of the profession of selling, and comes to know that his duty to his customers is never fully discharged until the goods they have purchased have passed on into the hands of the ultimate consumers, and have given satisfaction there.

SECTION 65—SALESMANSHIP

QUALIFICATIONS

Education.—Salesmanship calls for the use of trained intellectual powers rather than manual labor. It is brain work and not hand work. Therefore it is the man with the trained brain who has the best chance to succeed, all other things being equal. In fact, he must succeed, if he will but apply himself.

Education might be called the process of acquiring knowledge, and accepting that definition as correct, we come to see how true is the oft-repeated statement that life is a school. Whether we will or not, we are all scholars, only some progress more rapidly than others, yet none of us ever graduate, save to enter the unknown.

Manifestly the qualifications for salesmanship start with the common school education that the wise state provides and compels us to acquire. Beyond that we are left largely to our own resources, to pursue our education through the higher institutions by personal attendance or enrolling in that larger university of the mails.

Whatever may be the method used, the value of an education to the salesman is in proportion to its extent, for there is nothing within the realm

of knowledge that will not become an aid to him. If he studies law, he finds every sale, every order, involves a legal contract; he finds that every adjustment between the house and a customer calls for the employment of legal knowledge; he finds that the keen insight into human nature that comes from a study of the law and the ability to present or plead his case in his sales arguments, well match the requirements demanded of the skilled lawyer trying his case before the court or a jury.

If he studies mechanics, he will find that he is far better fitted than other men to sell machinery, implements, automobiles and the like. If he studies electricity, he will soon realize his advantages over the salesman without that technical training. If he studies engineering, still other fields open up opportunities denied in equal measure to those not similarly trained.

In connection with all special or technical training there should be acquired a ready command of the English language and a vocabulary as extensive as possible. He must remember that his message comes to his prospect's brain through the ear, and that language is the only medium he can employ, save in the case of pictures and illustrations and diagrams.

A study of mathematics is of great value to the

salesman because nothing else so trains the mind to logical, analytical thinking and reasoning. Mental arithmetic is especially helpful along this line. It makes one resourceful, quickens one's wits and enables one to "come back" promptly when some hard-headed, tight-fisted prospect flings out a "squelcher" and make it a boomerang.

Knowledge of Human Nature.—The salesman also needs to have a thorough knowledge of human nature, of the things that will gain and hold men's interest and attention. He should know the things that move business men to action and bring his story within those channels.

Most men are in business to render the public a service in the production and sale of merchandise, and at a profit to themselves in the so doing. These men are interested in everything that is an improvement over what they are now using or selling, that will do more, do it faster, do it better, do it cheaper. They want to be shown.

Then there are men who are in business to get all they can out of it for themselves, without any special reference or concern for the other fellow. They have their wants that must be supplied, just the same as the other class. They are men who appreciate show, flash, display, who subordinate quality or dependability to price and appearance. Like other men they are interested in cutting

costs and enhancing profits. The appeal to these is primarily to their pocketbooks.

There are men who deal in goods of extra quality selling at a long price with high profits. They are interested in things that add to the prestige they have established.

There are men who deal in substandard merchandise, called "seconds," selling to the cheaper trade. They cannot be interested in quality merchandise. Their trade cannot afford to pay the price. So they have their interests and must be looked after.

Each different class is reached by a different appeal. They look upon the world through different colored glasses, and the successful salesman must be able to recognize the color to be used if he would gain and hold their interest and hope to secure their business.

These different classes of men are all about us. There is scarcely one of us who cannot recall some in each class. The thing to do is to study these men and their approaches. Engage them in conversation wherever possible, and get their viewpoint of life and business. Do this as a part of a preparatory course for salesmanship. Talk to business men about the salesmen that call upon them, for every business man comes in contact with them every day. Find out what kind of a

presentation makes an appeal to them, and what kind puts them on the defensive.

Keep it ever before you that "knowledge is power," and that others will impart it, are imparting it, every day, and that those who actually hunger for it, can gather it without limit.

Ambition.—No salesman ever made a success of his calling who was devoid of ambition. No real salesman ever made a failure who set up before him some definite aim or goal he intended to reach, no matter what might befall.

It must be remembered that salesmanship is of two kinds: the one where the business must be gone after, as in the case of the traveling salesman, and the other, where the business comes into the store, as in the case of the retail salesman.

In both cases, salesmanship is a battle, and there must be the inborn love of conquest, the exaltation that comes from victory well won.

But even victory measured in volume of sales is not enough to sustain one always. Sales must not be an end in itself, but rather stepping stones to something bigger, more important, beyond. Sales must be the foundation stones on which the superstructure shall be built—it may be in the house one is working for, or it may be in one's own venture that furnishes the incentive to spur to untiring efforts.

Whatever that ambition be, it must necessarily be worthy of the best that is in one. Nothing else can hope to sustain efforts in the face of discouragement, for there will be lean seasons and fat ones, and there is danger in both. The lean ones tend to discouragement while the fat ones make it so easy to lower the pressure and take things easier.

In salesmanship, avoid like a plague, the feeling of satisfaction and contentment with one's present surroundings and progress. There is nothing so good that it cannot be made better. That is the history of the world and of human progress. That man's human mechanism has stopped on a dead center who does not see how the march of improvement can go on. But it will, just the same, and when the procession is miles beyond him, he may wake up, but will find himself unable to catch up with the rest.

Things will be done ten years from today that now seem almost incredible. We must keep up with the crowd, and it is ambition that is driving them on, and it must drive ourselves.

Mastery of Self.—"He that ruleth his own spirit is greater than he who taketh a city," has a special application to salesmanship. Self-control is one of the important qualifications of the salesman. He will find himself the target of criticism aimed at

his house, all undeservedly, so far as he is personally concerned. But he gets it just the same, and he must preserve an outward appearance of calm, no matter how belligerent he may feel within. He is a good deal like a punching bag, taking more than he gives.

The reason for all this is that he stands forth to the customer as the embodiment of the house, as its representative, as the only one present upon whom he can pour out his wrath, and sometimes he lets it come in a deluge.

For the salesman to "get up on his high horse" and be resentful is very often to lose a customer. He must sit and take it all in good nature, and when the customer has gotten it out of his system, and feels relieved, then the salesman finds play for all the tact he possesses, and begins to use the smoothing iron and placate the injured feelings of the customer.

It does not make the slightest difference whether the salesman was in the wrong or whether the fault was that of someone connected with the house or whether it originated back with the manufacturer. All the customer knows or cares is that something was wrong and he is mad, clean through and through, and so he takes it out on the first one from the house who comes around —and having done so, he feels better and is amenable to reason.

The successful salesman is the one who can take this kind of treatment and not lose his temper and come back smiling, and in a few well chosen sentences make the irate customer feel thoroughly ashamed of himself.

It is not to be understood that the salesman, just because he is a salesman, must stand all and every kind of abuse. Far from it. But it should be understood, just because he is a salesman and values that customer's trade and wants to hold it, he will not take as personal the things the customer says and become affended thereby to the point of caustic retort, but be big enough and broad enough to understand the circumstances, the aggravating conditions that produced such an outbreak, and in a dignified way, show that while he can understand how the customer might feel that way towards the house, he surely does not intend them as in any way personal, and that the purport of it all is that things might be rectified and cordial relations restored. Coupled with this the offer on the part of the salesman to co-operate to this end will, in most cases, soothe the angry customer and save his patronage.

Many a salesman by a dignified demeanor has won the undying respect of an irate customer and become his best friend.

Tact.—Another very important qualification of

the salesman who would succeed in a large way, is that hard-to-define thing called tact. To be pressed for a definition, one might truthfully say that it consisted of the ability to rub the fur the right way on all occasions. That is a definition that seems to fit all phases and conditions. It is a different thing from mastery of self, for it is frequently called for when the other is not demanded.

Tact is most frequently called forth in selecting the right approach to a customer, and later in meeting objections. It paves the way to the order by smoothing out difficulties, by injecting at some critical stage of the interview a contageous good humor that will put both parties back on a friendly and cordial basis. It is saying the right word in the right place and at the right time.

Unfortunately, no fixed rules can be given for the employment of tact, except that it must be constantly in use. Tact is often the art of saying nothing, especially when one is tempted to make a sharp reply to some statement from the prospective customer. Disputes and disagreements place an impassable barrier between the salesman and an order. The minds of both parties must travel along the same lines if a sale is going to be made. Tact is the skill, expressed in speech, that

keeps the minds in those parallel, or rather converging lines, until they meet in an order.

Tact may also be said to be the deference to the opinions of the prospect, particularly in matters not connected with the goods offered, while as to the goods themselves, their quality, price, advantages, it may be in the manner in which the arguments are made in their behalf, but so as not to give offense.

A very successful salesman, when he meets a buyer who has positive views different from those of the salesman's, says to the buyer, "Well, this simply goes to prove the truth of Mark Twain's statement that 'difference of opinion is all that makes horse races,' " and then proceeds to direct attention to the fact that because there is a difference of opinion, there are many who do not share our own views, so that if some may not like the goods, there will be others who will, and that in buying merchandise regard must be given to both classes and both afforded an opportunity to buy the things they like. That was tact. It very often worked, for the argument was so plausible and so in keeping with good business judgment, that the buyer saw that it was to his advantage to put the line in so as to be in a position to serve all classes of customers. At the same time there was no effort to unduly change his personal opinions, but

rather a deference to them. The appeal was to his business judgment and avoided what might easily have become a personal dispute which would have lost the order.

Courtesy.—Closely allied to tact is courtesy. It involves a recognition of the proprieties of the occasion. It is the opposite of bluster, swagger, an air of importance that would demand an audience at once. It is consideration of the buyer and of the multitudinous demands made upon his time. It extends to all others with whom the salesman comes in contact. It does not permit of loud talk nor of familiarity with young women in the place while waiting to be seen. It means a gentlemanly conduct at all times and towards all persons. It means pleasantness, even when a sale cannot be made, and the leaving of a favorable impression that makes sure a welcome on the next trip. Courtesy makes friends and friends make business for each other, all other things being equal.

Every salesman should memorize this little nugget of truth about courtesy:

"Courtesy is the beginning of friendship. The man or woman who is uniformally courteous is the one others like to be associated with.

"This applies to business as well as the social side of life. The more friends one has, the more business he will do.

"Good Will is the foundation of business.
"Friendship is the foundation of Good Will.
"Courtesy is the corner stone of both."

Many buyers must be called upon, time after time, before an order is finally secured, and during these calls, unvarying courteousness will lay the foundation to business that will endure.

Every salesman should make it a rule never to so conduct himself that he will not at least be given a welcome on his next trip, even if he does not then succeed in getting an order. There is scarcely a barrier that courtesy will not break down, but the lack of it sets up one that cannot be scaled.

Knowledge of the Line.—One of the most important qualifications of the salesman who would succeed is a thorough knowledge of the line that he is to sell, and that knowledge acquired **before he makes his first call.** More and more the manufacturers and jobbers are realizing that it is not enough to take even well trained, successful salesmen from other lines and turn them out with their own goods before they have had a thorough instruction in the line and expect them to repeat their former successes. It can't be done. And, what is more, the trained men know it, and would refuse to jeopardize their record by any such a step.

This means that it is becoming to be a part of a salesman's training that he shall first have acquired a complete knowledge of the goods he is to sell, where and how they are made, of what materials, what they will do, how long they will last and every other fact connected with them and their use.

Indeed many manufacturers put their men through a training or instruction period at the factory before they are permitted to go out on the road, and this without regard to their former sales experience or records of achievements. These training periods vary from one to four weeks, and not infrequently the men then first travel in company with old, experienced men until they have met all classes and conditions of buyers and overcome all possible obstacles.

To gain a clearer view of the importance of this complete knowledge of the line, stop for a moment and look at the fundamentals of all successful selling. Take any line of goods you please, fountain pens, for example. You are going out to sell a certain make. Ask yourself why the jobber or the dealer should buy your make rather than any of the older, well-established ones that have been on the market for years. If you can't answer this question satisfactorily, backing up your answer with all the convincing facts that there are,

how can you hope to answer that question when it is put to you by the jobber or the dealer.

In other words, every line of goods has to be able to justify its being on the market. Every salesman must be in a position to justify his call on the buyer, and the taking up of his valuable time. He must be able to show him why it is to his decided advantage to buy this particular line rather than any other. Obviously this cannot be done without the salesman is fortified with every fact connected with the article he is selling.

Going back to the fountain pens. The salesman must be able to show the buyer wherein the gold pens in his line are any better than the gold pens used in other makes of pens; why the feed regulates the flow of the ink so that the pen begins to write the moment it touches the paper, without having to be "teased" and yet does not permit of blotting when the ink supply is nearly exhausted and the expanding air in the rubber sac is pushing the last few drops down the ink channel in the feed faster than the pen can use it in writing; why the ink capacity is greater than in other pens, which makes it unnecessary to refill it as often as is the case with other makes; why the filling device is different from other pens and wherein it is an improvement; why the barrel or holder is solid without any slot in its side, and

what advantage that gives; why the clip is better than any other and holds the pen secure on the lace waist of milady as well as on the vest pocket of the heavy winter suit of milord, and without damage to either.

These are all important phases of the pen, and even a blind man, mentally blind, cannot help acknowledging that the salesman equipped to make such a presentation of his goods, has a far greater chance of making sales than the salesman who is given the sample line and prices and discounts and thrust upon the market and told to make good or get fired. He is practically fired before he makes his first call.

What holds true in fountain pens, holds true with equal force in every other line. Not only should the salesman know all about the line, but he should be able to tell what is the matter in case anything goes wrong, and be able to make all minor adjustments, without involving the delay and time and expense of sending the article back to the factory or waiting until a factory man can come to do the work. This is one of the important phases of service, a much maligned term that should stand for almost as much as the goods themselves, but which has lately been brought into discredit because of unkept promises. Yet service is coming back because earnest, thought-

ful men recognize its importance and are backing up their promise with performance.

Therefore the message comes to all who would take up selling either as a profession or simply as a stepping stone to something beyond, not to venture on a trip or even to make local calls on the trade until thoroughly well versed in the line to be sold, and to be able to answer promptly and correctly every question that might be asked in regard to it, and to say nothing, promise nothing, do nothing that cannot be supported by facts.

Knowledge of Competing Lines.—Knowledge of your own line only fortifies you on one side and leaves the other side wide open to attack. It is of an importance only secondary to knowledge of your own line, to know all there is to know about competing lines. Without such knowledge it is impossible to answer the questions that will be asked as to how your goods differ from those put out by Smith, Brown & Co. And such questions are going to be asked every day, and the way such questions are answered is going to have a very great effect on the result of the call. It will, in all probability, determine whether you get that order or not.

Buyers, whether jobbers or retailers, want to have superiority demonstrated. They must be convinced. They are handling some other line

at the time of your call, and when you present the advantages which you claim for your goods, how are you going to show the points of superiority over those of your competitors without exact knowledge about such competing goods.

Success in business, using the word success in its real, significant sense, is nothing but the survival of the fittest. It may be a long time in working out, but the rule is universal in its application. Fitness can be demonstrated in no other way than by comparison, and no comparison can be made without complete, detailed knowledge as to every competing line on the market. This means hard work but it pays.

Go back to the fountain pens again for the illustration of the value of knowledge of competing lines.

When you are talking about the superior qualities of the gold pen or "nib" as it is called in the trade, over those used by competitors, obviously you cannot hope to convince your hearer unless you can state that your pen is, we will say, cold rolled, whereas all other pens have been "annealed." Right there you must be able to state what "annealing" is. You must know that it consists of heating the metal to a "cherry red" as it is called, or what in common parlance is termed "red hot," so that the metal becomes soft

and pliable and can readily be shaped or conformed. You must then be able to state what are the effects of "annealing" on the metal, namely, that it takes all the temper out, and that in the case of steel or other metals, they can be retempered, while gold has practically lost its temper for life. You must also know that the reason so many people will turn their gold pens over and press the points against the thumb nail, is to bring the points together again, and that such an act is unquestionable evidence that that particular pen was an "annealed" pen and not a cold rolled one.

So with every other feature of the pen you are selling. You must be able to present the comparison with every other corresponding part of every other pen, and without extravagant statement or claim, let demonstrated facts carry their own conviction.

Warning.—While the subject will be taken up more in detail later, yet in this connection it must be emphasized that great danger lies in the way knowledge of competing lines is handled in talking to a buyer. Comparisons are always proper, but unfortunately they do not always end there, but slip so easily into knocks that react with very great frequency to the eternal detriment of the unfortunate and over-zealous salesman who is so

devoid of business sense—yes, common sense—as to indulge in them.

Go back over the example already given of the presentation of the merits of a new fountain pen, and it will be noticed that there is not a word there that can be considered as a knock. True comparisons were made. Those are necessary and entirely within the strictest interpretations of propriety in selling. But there the matter must stop. This is one of the cardinal principles of selling goods, and its violation spells defeat to the salesman who indulges himself in such tactics.

Knowledge of Merchandising plans.—Attention has already been called to the fact that a sale of merchandise to either jobber or retailer does not terminate the obligation of the seller. It is rather but the assumption of another obligation and that is to see to it that the buyer in his turn, makes a reasonably prompt and profitable resale.

The ability to do this is measurably closely connected with the manufacturer's merchandising plans, by which we mean the methods of packing, wrapping, display material for both store window and counter, advertising matter and advertising mediums used to acquaint the public with the goods and their merits and to bring them to the stores where they are for sale.

All of this is the duty of the manufacturer, if he is to secure "dealer co-operation" in putting the extra sales effort behind the goods.

Hence it follows that a complete knowledge of these plans on the part of the salesman is a most important factor in aiding him to make sales and to win support for the line.

The salesman should not only know all of these merchandising plans, but be provided with samples of display matter, advertising copy and the like, so that the buyers may see that these things really exist and are a part of the sales campaign and are part of the sales equipment furnished with the goods to facilitate their sale.

In the very important matter of window dressing, the salesman ought to take with him if possible, photographs of windows trimmed with and displaying his goods, and be in a position to make such displays himself, if that becomes necessary to put a sale over.

This knowledge of merchandise plans should extend to knowledge of the sales plans of competitors, if he is going to be fully equipped to secure every possible order. No one is ever placed at a disadvantage by knowing all about competitor's plans, but very often such knowledge enables the salesman to avoid pitfalls by steering the conversation away from troublesome topics.

This subject of the co-operation of the salesman after the sale has been made and the goods received by the customer, in order to facilitate resales by the purchaser (customer) will be more fully discussed in a succeeding section.

Knowledge of Market Conditions.—To complete the information of the well equipped salesman there should be added knowledge of present market conditions. These embrace the condition of trade in general; whether the market is over or undersold; what may be expected in regard to prices and their range, up or down; the attitude of the buying public and the numbers that have proven themselves the best sellers; what quantities any given jobber or retailer in a certain territory should buy and how made up. This knowledge should be founded on fact and not be guesswork masquerading under the guise of realities.

The trade is very quick to get the measure of a salesman and the advice he gives, and once stung by following a "tip" the buyer will be found to remember it and call it up every time that salesman comes within reach of his voice, and those times will be times when the salesman is apt to depart without an order or the prospect of getting one in the near future.

SECTION 66—SALESMANSHIP

PERSONAL HABITS

Appearance.—A salesman's personal appearance has a decided influence on the average buyer. The salesman who is well dressed—not flashily, or overdressed—stands a far better chance of making a sale than the one who is slovenly and careless in his personal appearance.

One prominent buyer has said that he would not want to buy from a salesman whose personal appearance was such that he would not hire him in his own business.

Other buyers have said that they expect a salesman to be well dressed, to be neat appearing, with shoes shined, shaven, teeth clean, and devoid of an over-dose of flashy jewelry or insignia of fraternal orders.

A salesman should dress in keeping with the class of trade he is selling. While he should always be neat in his personal appearance, yet he should avoid over-dressing, lest he give the impression that he feels himself in a higher class than his would-be customers.

In selling goods it is a safe rule to keep close to the level of one's trade, and this applies to speech as well as to dress.

Smoking.—It is well to consider here the influence of smoking on a salesman's chances of getting his order. This includes the use of tobacco in any form, pipes, cigars, cigarettes and chewing.

It must not be understood that buyers attempt to dictate a salesman's personal habits or preferences except as they are carried into the business of selling. What a salesman does outside of the buyer's place, so long as he keeps within the bounds of good citizenship, matters nothing. But the conduct of the salesman while making his call is of very great importance.

The use of tobacco becomes questionable only where it becomes objectionable to those with whom one is doing business. In many plants, factories and offices notices are posted prohibiting smoking on the premises because of rulings against it by the fire underwriters and the effect that such use would have on the matter of collection of insurance in case of a resultant fire. Manifestly such a rule must be respected by every salesman. Such a notice does not necessarily reflect the personal views of the management of the concern, but it is a necessity forced upon them and they in turn must enforce obedience.

It may safely be said that the use of cigars is the least objectionable of all forms of tobacco,

while cigarettes and chewing are the most objectionable.

The seasoned, experienced men on the road all hold that there is only one safe course to follow in regard to the use of tobacco, and that is **not** to use it in any form while making a call, especially on a first call, unless permission is first obtained or the buyer is using it at the time or it is offered to the salesman.

This means that the careful, thoughtful salesman will throw away his cigar or cigarette, put out his pipe or empty his mouth of his "chew" before he enters his customer's place of business, unless he is well acquainted with the habits and practices of his customer.

Even gum chewing is objectionable to some buyers, so it behooves the salesman to conduct himself in such a way as not to give opportunity for offense in any particular.

Remember this: no salesman was ever refused an order because he did not use tobacco or chew gum, while many a salesman has lost his chance of business because he did.

Profanity.—Young men seem to have to pass through a stage where they assume that piratical oaths are the outward expression of vigorous manhood and give them a commanding position in the eyes of their companions. The trouble

with it is that so many never seem to outgrow that youthful impression.

While it is true that profanity, as used today, is more by way of extra emphasis and positive assertion, yet it has been demonstrated by careful inquiry that more than seventy-five per cent of all buyers, particularly retail merchants, hold a strong prejudice against its use, the majority of them refusing to do business with salesman who make use of it.

Intense anger, threats, most emphatic assertions or denials can all be couched in pure English without the necessity of having recourse to profanity. There has never been a statement made or a sentence uttered, punctuated or permeated by profanity that could not have been made with equal force without its use. It seems that a man begins to slip and lose his self control when he has to lapse into profanity in order to express his thoughts. The really forceful, impressive statement is made by the man who holds himself in check, and makes use, calmly, of well selected uncontaminated English.

This subject holds a very close relationship to the matter of self-mastery, already considered, as profanity is most often employed when one is placed on the defensive. The man who refuses to get ruffled is the man who wins.

This preachment against the use of profanity on the part of salesmen is not intended as a sermon or anything of the sort. It is a deliberate statement of the attitude of the great majority of buyers towards its use, and a warning to all salesmen and to all others who would take up the calling of salesmanship, that if they would succeed, they must conduct themselves in a way that will not give offense to those upon whom they call and from whom they hope to secure business. It is the business side—the dollar and cents side—that is here under consideration, and the warning against its use is confined to the presence of customers and prospective customers. It, however, goes without saying, that if it is indulged in too freely outside of the buyer's office, there is a danger that one's tongue might slip at a time and place where that slip would have a disasterous effect.

Smutty Stories. — The day of the old-time "drummer" with his inexhaustible string of smutty stories that he told to the crowd around the store stove or back at the hotel, has gone forever. If there be any yet surviving, it is because they do not know that they are the dwindling survivors of a deficient, defective race, now almost extinct.

Likewise there has passed into the discard the

former prevalent idea that the salesman was like the sailor with a girl in every port.

Salesmanship has become elevated into a honorable profession, calling for qualifications as high as those of any other men or class of men in the business world. High pressure has been applied to the selling game and every hour of every day has its fixed quota of productivity. Territory is most carefully laid out and the number of calls that might be made determined and the length of time for the average call. This dovetails in with train service, so there is no time for the salesman of today to spend valuable hours in swapping stories most of which he would not presume to tell in the presence of the head of his house.

As a result of careful inquiry and investigation it has been determined that over sixty per cent of the buyers not only frown upon the salesman who drops to the low level of smutty stories, but are so prejudiced towards him that he has but a slight chance of making a sale.

Salesmanship is a clean calling for clean men, who are finding that in the proportion that they live up to that standard is the volume of success. They find out that clean lives, clean habits, clean stories, when any are called for, undivided devotion to business, seeking the best interests of their trade, and when the business is closed, going

their way with a good impression as a memory, pay large dividends. If from no other than mercenary motives, avoid smutty stories and all such other conduct as might possibly give offense to some buyer and thereby cause the loss of either a customer or a possible one.

In this connection it is well to continually bear in mind that no buyer is going without goods just because he does not get them from you. Few salesmen are selling monopoly products, and men from other houses with the same or similar goods will be coming through your territory, and if they have the good sense that you did not have, they will get the order you did not get.

SECTION 67—SALESMANSHIP

PREPARATION FOR THE CALL

Importance of Preliminary Work.—The salesman with all of the qualifications that have been named is not yet really ready to make his first call. What he has been doing is laying the concrete bed on which the foundation rests. That foundation is the preliminary work that should be done before the first call is made.

Successful salesmanship requires that as much information as possible be secured regarding the prospect before the call is actually made. This takes time, but it is time well spent. Many of the leading salesmen report that they have spent hours getting to their man—the right man—and only minutes in actual selling. But it was the information secured through the hours of preparation for the interview that gave them an insight into the buyer's condition that made it possible for them to present their case in the proper light necessary to secure the order.

Taking the average experience of successful salesmen and it will be found that they are working at least twelve hours a day, including the time spent in going from city to city, opening up their trunks in their hotels and getting in touch with

their customers and prospects, and that of these twelve hours only about four or five at the outside are spent in actual selling. The same average would hold true, or nearly so, in the case of the salesman who carried his samples with him from call to call, especially when account is taken of the time spent in the different offices and stores waiting for the audience.

Hence it is obvious that the preparation be thorough in order to crowd into the hours of actual selling the largest possible volume of business.

Whom To Call On.—Where a salesman is given a territory already worked and in which there are present customers of the house, these are the first ones to be seen.

It may be that a careful examination of the field would disclose that there are others in the city or town who might be larger buyers and that the house was only selling the smaller accounts. No salesman making his first trip has any right to assume that the present accounts are the best to be had. What he is looking for is the largest possible distribution of his goods, the measure of which is the capacity of the public within the buying radius of the customer to absorb them within a reasonable time. Beyond that it is a breach of faith towards the trade to sell them.

It is not only unfair to the trade but it must be remembered that repeat orders on the next trip are absolutely dependent upon sales of the goods previously bought to an extent that warrants restocking.

It therefore beomes the duty of the salesman on arriving in the town, and more particularly so on his first trip, to make a list of every possible prospect therein.

How To Make Up the List.—There are many avenues of information open to the salesman. The ones that naturally suggest themselves are the classified lists in the city and telephone directories. Generally speaking the telephone directory is the most reliable, for any prospect of any standing has a telephone.

A salesman should be chummy with other salesmen. This is to enable him to gain valuable bits of information about the town he is going to or is in. On the train it is frequently possible to secure the names of a number of live prospects from other salesmen, first ascertaining that they are not carrying competing lines, for if they do, the information might not be as reliable as otherwise. It is always prudent to first ascertain what line the fellow traveler carries before asking for information. It is also a safe rule to ask ques-

tions and be a good listener rather than a voluble talker.

Another reliable source is the hotel proprietor. He is usually one of the best posted men about local affairs that there is in the community. He makes it his business to be, for the more assistance he can give the "boys" the more certain he is of their continued patronage. The hotel clerk is not so reliable, as a rule, for he may be a comparative stranger in the town and not familiar with local conditions, and then he does not have the interests of the house as much at heart as the proprietor.

Local banks and bankers are also fruitful sources of information, especially with reference to financial standings of the business men.

If the salesman is selling the jobbing trade, then a most valuable source of information is the retail trade.

One illustration of how a salesman representing a factory selling the jobbing trade only secured his information when making new territory will be instructive.

He was selling playing cards, the product of a new and independent factory, practically unknown to the trade. He knew the different classes of jobbers who handled playing cards and was supplied with a list of all of them that had a

satisfactory credit rating, for he knew that it was useless to call upon concerns whose rating was so low that an order, if he was able to secure it, would be turned down. Right here let it be said that many prospects with poor credit ratings are easier to sell than some higher rated ones. The reason is easy to discover: the concerns with a high rating can select their goods from any factory they wish, while the one with a poor rating quite frequently has trouble to get the goods and so is only too willing to place an order with any salesman who will take it, and trust to luck that the factory wants business bad enough to assume the credit risk and ship the goods.

This salesman then made up his own list from the local city and telephone classified directories and checked it against the house list. Where names appeared on his own list, not shown on the house list, he secured their credit ratings at some bank or commercial house having a rating book, and discarded all those whose financial standing thus shown would not pass the credit department at the factory.

Then he would step up to the cigar counter in the hotel, buy a cigar and ask if they kept playing cards. If he was told that they did, he promptly said that he did not want to buy any, but did want to know the jobber through whom they bought,

for he was representing a new line of cards that were exceptionally fine and moderately priced, and wanted to find out who were the "live wire" jobbers in the city. Naturally he showed a few samples, which usually elicited favorable comment, and suggested that if the cigar stand would like to have some, he would try and arrange it so they could be procured from their own jobber. This gave him a strong opening wedge with that jobber. This name was checked against both his and the house list and a notation made that the hotel cigar stand was a customer. Then he asked who were the other active jobbers handling cards, and any additional names were likewise checked.

Putting his cigar in his pocket, the salesman went out and called at two cigar stores and two drug stores, buying a cigar at each and asking the same questions, so that at the cost of not over five cigars, which he reserved for his own future use, he had all the information necessary as to the most desirable jobbers to see.

Then he checked his list as thus made up, against the house list, and when he had his credit ratings on all new names, he was ready to make his calls, with the assurance that he was in a position to go first to the livest prospects in the city.

With An Exclusive Line.—The salesman with an exclusive line, by which is meant one that is

placed with but one jobber or one retailer in a city or locality, has all the more need of most careful preparation of the list of prospects upon whom he shall call. It is not enough to list all prospects and then make the selection of the order in which the calls shall be made by commercial ratings or even by the size of the buildings occupied by the respective concerns.

A great many business houses, whether they profess to or not, seem to specialize in certain lines until there is on the part of the public and even the trade in general an acceptance of that house as a leader in such line or lines. This may be because some buyer has a special liking for some certain class of merchandise and has been able to enthuse the sales force over it, and as a result, unusual sales efforts have been put forth in such directions, until the concern has achieved a real prominence in that field.

It may be that such a house, specializing in the same class of goods as the salesman is selling, has not as high a rating as some other house, and therein lies the danger of being governed too closely by credit ratings.

The safe rule is, with all exclusive lines, to pick the house that directs its efforts towards your class of merchandise with special emphasis, and if the credit rating is sufficient to justify the home

office in accepting their order, try and sell such a house in preference to another and higher rated firm which simply handles the line along with a score of others.

This is where most careful and painstaking inquiry counts for much, for once a line is placed it is exceedingly difficult to change it without engendering hard feelings which usually result in the circulation of unsavory comments on the business policy of the house.

The Man With Sample Trunks.—No one envies the salesman who travels with a number of sample trunks, at least no one who has any real conception of what is involved in seeing to it that those trunks go along with him; that all questions of excess baggage rates are satisfactorily adjusted; that advance accommodations are arranged in the hotels, with sample rooms large enough to permit of a proper display of the line; that expressmen are engaged to haul the trunks promptly to the hotel; that porters are made sufficiently interested in the matter to get the trunks up to the rooms without delay; that enough feet of tables are provided; that the trade is brought to the hotel and all the other incidents that crowd each day, only to be repeated the next and the next.

No salesman traveling with either one trunk

or more, should start out until he is thoroughly trained in the setting up of his sample lines, and in their repacking. The sales manager should see to it that the salesman goes through these tasks until he knows exactly how many feet of table space he requires; whether it is to be flat or in step-like rows; how to unpack and arrange the separate cases so that the goods may be quickly repacked without confusion or loss of time; how to display the line to the best advantage; how to repack so that the samples will be intact and in presentable condition to the end of the trip. This can only be done by repeated attempts in the sample room that most houses provide for this purpose. It is a necessary part of the preliminary schooling of every salesman carrying a "trunk line."

Hotel Reservations.—Generally speaking there is but one safe rule for the salesman, whether his is a "trunk line" or not, and that is to make reservations at hotels in advance. With the "trunk line" it is absolutely imperative. All the "old timers" do it religiously, and where they are making the territory regularly, having stated times for their calls, they make standing reservations, confirming the actual date of arrival by wire as soon as they can definitely determine it. The inexperienced salesman who overlooks this phase of

his work is very apt to find himself shut out from securing proper quarters in the desirable hotels, and to be forced to make his display at a second rate house is to materially lessen his chances of doing a good business, and in no small measure because of the impression it creates in the minds of his prospects of not being "onto his job."

The hotels selected should all be first class houses, but of the type known as "commercial houses" rather than the more expensive, exclusive houses where "high society" gathers. These latter, are as a rule, poor places for the salesman, especially the one with a "trunk line" as they are usually out of the business section, and the impression given by one stopping there, in the minds of many buyers, is such a disregard for expense that the question is raised as to whether there is not an excessive "over-head" in both the manufacture and sale of the goods.

Pick a hotel that you do not have to apologize for in any particular. In selecting the right hotel on first trips, make inquiries of other hotel proprietors and the other traveling men, and ascertain where they stop. This is a safe lead to follow.

Preserving Information.—If information preparatory to making calls is worth the cost of the time it takes to gather it, it is surely worth preserving for future use. Every house has the right

to expect that its salesmen will make full reports of all information they secure regarding prospects and customers. It may involve a lot of time in the evenings when the salesman might be at a show or engaged in a game of billiards or pool with some other salesman. But it is a part of the salesman's work, as much as the taking of orders.

Of this, the president of one of the leading banking colleges says: "When it becomes fully known how great a waste of money it is to visit a town or call on a prospective customer and not gather pertinent information later to be recorded and used, **no man will ever be put out upon the road without comprehensive instructions as to how to utilize systematic records in connection with selling.**" He might have added that no salesman would be permitted to remain on the sales force who did not report to the home office all of the information he had secured regarding the prospects within his territory.

Some salesmen carry small 3 inch by 5 inch card index files, that occupy but little space, divided with alphabetical guides, and on these cards they enter all the information they obtain. Such cards contain the name and address of the prospect, the name of the buyer, the credit rating, and a summary of all other information having any bearing upon the desirability of securing business

from such prospect, its probable extent, etc., and after a call has been made, the results and the attitude of the buyer towards the line. The card should also list what competing lines, if any, are carried, and if the prospect is heavily stocked, about when he will be in the market.

A number of houses furnish their men with blanks printed on thin sheets of paper, of the same size of the cards, which the men are to send in, and these slips are placed in permanent files in the house, for future reference.

A salesman can secure a much more efficient co-operation from his house if he will be painstaking in sending in detailed information. For example, his notations as to when customers or prospects will be in the market, if filed by dates, afford opportunity for the sales manager to pave the way for the next call by a series of tactful letters, copies of which are sent to the salesman. Such data also is of help in routing trips so that certain cities and towns can be made at times when the trade is ready to buy.

Advance Knowledge About the Buyer.—All sales are transactions between individuals, although those individuals are but the representatives of great business interests. In order to make the best possible approach to a buyer, the more

knowledge the salesman has of his habits, his tastes, his peculiarities, the better.

No two men are entirely alike. No two prospects should be approached in exactly the same manner. Some will greet you with a cordial handshake, while others do so grudgingly, feeling that it savors of an attempt at familiarity unbecoming a stranger. Some will tolerate no interchange of pleasantries but want the proposition fired at them boiled down into a single sentence. Others enjoy a short introductory talk and will listen attentively to a comprehensive presentation of the proposition. Still others want to do the talking for the most part, and will ply the salesman with question after question, and woe is he who cannot give them a satisfactory answer on the spot. Some are habitually skeptical and want to be shown. Others are willing to accept statements at their face value, so long as they appear to be reasonable. Some need to be handled with gloves, while others will engage you with bare knuckles.

While a close student of human nature can read a man, almost at a glance, and most experienced salesmen can, yet it is decidedly advantageous to have all the advance information possible about the kind of a man you are going to meet. Other salesmen are a fruitful source of such information. If the buyer is what is known among the men as

"hard boiled" there will be some salesman who has found the way to handle him, and it gives him a great deal of personal satisfaction to tell how it was done.

It is narrated that a certain crockery and glassware buyer was crabid, a regular "bear" and suspicious of every unusual claim regarding new goods in particular. A salesman carrying a line of vacuum bottles which are claimed to be unbreakable, engaged a lamp chimney salesman in conversation, who had just tried to sell him an unbreakable chimney, and the buyer ridiculed the statements with scorn and virtually ordered the salesman out of his place, for making any such preposterous statements. Armed with this bit of information, the vacuum bottle salesman hit upon a novel plan of arousing that buyer's interest in his goods. When he called on this buyer, he carefully placed a bottle on the edge of the buyer's desk while waiting for the buyer to finish signing some mail. Then as the buyer turned on him, the salesman's elbow happened to strike the bottle and it fell, with a resounding crash, to the floor. "There," exclaimed the buyer, "is one perfectly good vacuum bottle gone to smash!" "Not so," calmly replied the salesman, as he reached down to recover the bottle, "you see these bottles are unbreakable, and a little fall like that doesn't

faze them in the least. You could drop it from the top shelf with perfect safety."

If this salesman had not been fortified with advance knowledge of the kind of a buyer he was about to meet, he might have met the same fate as the lamp chimney salesman. Conversely, if the lamp chimney salesman had only had like information, he might have pulled off the same kind of a "stunt" and have come away with an order.

There is no prospect or customer about whom the salesman cannot learn something, no matter how trifling it may seem, that will be of great value in the interview and play an important part in the securing of the order.

SECTION 68—SALESMANSHIP

REACHING THE BUYER

Courage.—It is a common trait of human nature for great size or bulk to instill fear. It is a trait that the salesman who would be successful must overcome. Many a young and inexperienced salesman has stood before the entrance to some great institution and gazed at its enormous size and has promptly been stricken with a dreadful fear. What chance has he to make a sale, is the thought that comes rushing to his timorous mind, and the longer he pauses to contemplate the magnitude of the edifice, the higher mounts his fear and the lower sinks whatever courage he had.

Size No Obstacle.—There is an old and true saying among salesmen that "the bigger they are, the harder they fall." And the truth is born of the fact that the larger the concern, the greater are their merchandise requirements, and once they can be landed, naturally the larger will be the size of the order.

Contrary to first impressions as they come home to the inexperienced salesman, the larger concerns are frequently easier to sell than small ones. These great houses employ a staff of trained

buyers whose business it is to be constantly on the lookout for new goods, for goods that can be bought on better terms, for goods that will give better satisfaction.

These buyers are very much in the same position as the owner of a famous restaurant noted for its wonderful musical programs. This owner once stated that no small part of his time was taken up hearing artists, instrumental and vocal, and yet he had to do it, for he could not tell but what the very one he would refuse to hear might turn out to be exceptionally fine and be the means of drawing crowds night after night, so that if he did not engage such a one, some other manager would do so, and thus draw to his place the crowds the former might have had.

A specialty salesman who has won an enviable reputation in selling tells of his first experience in selling one of the largest concerns of its kind in the world. In talking to another buyer he had stated that his factory turned out many goods under special brands, whereupon the buyer said that he didn't know it, and if that was the case, he would give the salesman the name of a person whom he was sure was in the market for something of the kind. So he placed the name of the buyer, together with his address on a slip of paper and gave it to the salesman who thanked his

informer and departed for the place of business of the prospect. On arriving, he found a 26-story office building on Fifth Avenue, New York City, but an examination of the list of occupants showed no such name as he had been given. Doubt instantly filled his mind, and he had visions of some person having possibly only desk room in some other office, so he turned to the elevator starter and asked if he knew the party wanted. "Sure," said the starter, "Ligget & Myers Tobacco Co., 17th floor." The salesman admitted he almost gasped, but having gone that far, it would never do to turn back, so he went up in the elevator and inside of half an hour he was back on the sidewalk with the largest order he had taken on that trip and on his way to the nearest telegraph office to advise his house.

The moral is, never let the size or importance of the prospect deter you from making your call. Remember that old saying about how hard the big ones fall. The buyers in the large houses place orders for thousands in half the time a small house quibbles over a hundred.

Always say to yourself, it takes no longer—not half as long often—to sell a big buyer as it does to sell a "piker." So make for the big fellow first.

Getting the Interview.—Between the salesman

and his prospect, especially in the larger offices, there stretches a barrier—a railing—**but it has a gate in it.** Just behind that railing and beside the gate which is usually locked on the inside, sits a young woman at a telephone switchboard, on top of which is a sign reading, "INFORMATION." The prospect—the buyer—sits at some desk away back of the railing or occupies some private office down some hall or passageway.

That barrier must be passed or no interview and no sale!

The ability to pass it depends upon one thing only—the determination of the salesman. If he stands appalled before it, it might as well be the Great Wall of China. If he approaches it with determination to pass through that gate, it will be as though it were not there. Think that you cannot do a thing, and you cannot. Say to yourself that you can, and it is done in a jiffy. "Fear makes cowards of us all" is a proverb every salesman should know. And likewise the converse should always be kept in mind, that "Courage makes all things possible."

Contrast these different methods of approaching the barrier.

One salesman timorously approaches the Information Desk and says that he represents the Smith-Brown Company, manufacturers of roofing

materials, and would very much like to see the buyer in that line, at the same time asking his name. Nine times out of ten that young woman who presides over the destinies of too many salesmen, when she should not be permitted to preside over that of a single one, will say, with a sweet smile, "Mr. Hopkins is very busy today, and really he cannot be disturbed. Anyway, he has already bought all of his roofing material." If she does not do that, she may turn to the phone and when she has Mr. Hopkins on the other end of the wire, say to him, "There is a salesman out here from some roofing material house who wants to see you," and then she will relay the information that Mr. Hopkins is not interested.

That railing has then become in fact as high and unscalable as the Chinese Wall, and Mr. Salesman stands confused, twirls his hat, and finally turns and leaves—licked, without a chance to get in a word. That is a business tragedy.

Another salesman from Roberts & Brothers, also manufacturers of roofing materials, making his first trip through the territory, takes time to find out that Mr. Hopkins is the name of the buyer, and from his hotel phones the office of his prospect and says, "This is Mr. Williamson, talking from the Beaumont Hotel. I have just come from Cleveland to see Mr. Hopkins on an import-

ant matter, and wanted to make sure that he is in. Don't bother him now—I'll run right over if you say he's in," and being told that Mr. Hopkins is in, he hustles over while his name is fresh in the mind of the operator. When he arrives, he simply says, "I am Mr. Williamson, who just phoned you from the Beaumont. Don't bother to announce me. I'll just drop in on Mr. Hopkins. By the way, is his desk in the same old place?" All this is said with a smile and an air of importance that will not brook delay, and the young woman will smile back and say, "Yes, Mr. Hopkins' office is the fourth down that hall on the left."

To that salesman there is no Chinese Wall, no barrier, and in place of a business tragedy, there is the first important step towards an order.

In the former case, the very fact that the salesman has to ask the name of the buyer is evidence enough for the average person at the Information Desk that the salesman has no very important business with the buyer and is not representing a house with whom they have done or are doing business, and therefore is classed among those who make up the average run of salesmen, from most of whom the buyer is glad to escape. Mediocracy is a deadly impression to give out. Surround yourself with an air of importance, of strict,

aggressive business tactics, and you will give the impression that Mr. Hopkins will be the loser if you are not given an audience. That was exactly the impression the second salesman created. For all the young woman knew, there had been correspondence between the house and this Mr. Williamson, or he was an old friend of the buyer. Certainly there was nothing to suggest that this was the first call from an entire stranger, who was using a clever method of getting past the gate.

Use Cards Sparingly.—While business cards have their place, yet a thoughtless use of them will often spoil the chance of reaching the buyer, especially in offices where the rail and gate is in evidence.

The very fact that a salesman hands out his card to the person in charge of the Information Desk, carries with it the virtual acknowledgment on the part of the salesman that he is a stranger as well as his house, so far as previous business transactions are concerned. Such use of a card is as an introduction, and introductions are always between strangers.

Old customers never have any occasion to hand out cards. Their use should be practically confined to being left with the buyer as a reminder of both the house and the salesman at the close of an interview that did not result in an order, so that

on a subsequent call, the buyer could more readily recall the former visit and what it related to.

Very often the person at the Information Desk on receiving a business card from a salesman who is unknown, will assume the prerogative of the buyer and assume to speak for him. He or she, as the case may be, will glance at it and hand it back, saying, with an important toss of the head, "We are not in the market for anything in your line."

Right there the salesman is "up against it." He has not come to that city to have some young girl who cannot know what proposition the salesman has to offer, tell him what the buyer could only say after he had told his story. But because he has given her his card, it has been used against him in a baffling way, and it requires clever maneuvering to get out of that pocket; however, the resourceful salesman will gain his point.

If the salesman can summon his resources to his aid quickly, he might say, "I know you are only trying to save Mr. Hopkins' time, and you are assuming that I have come to sell him roofing material, just the same as a dozen other men have. But that's where you are wrong. I have come to talk over with him the details of a certain campaign between our house and his that is vastly more important than just an ordinary sale. I

know Mr. Hopkins wants these particulars. That's why I am here."

This mystifies the girl, and she will usually assume that there has been some previous correspondence between the houses of which she knows nothing, and in fear lest she debar an expected caller, she opens the gate and points out Mr. Hopkins' office—and the damage is corrected.

But why put your head in the lion's mouth, and then pray that he will not bite? Better keep your card.

When to Wait for An Interview.—When the salesman is denied an audience with the buyer, he should press his request for some definite appointment or to be told at what time his prospect may be seen. If he is told that at the end of a reasonable period of time he can be seen, then he should wait. If a definite time is fixed, he should promptly leave and arrange his other calls so as to be back a few moments before the appointed time.

It is possible for the salesman to enlist the sympathies of the Autocrat of the Switchboard by a few well chosen remarks, but which must be absolutely devoid of any resemblance of familiarity.

One very successful salesman does it in this way. When he approaches the young woman, he will mop his forehead and ask if Mr. Hopkins is

in, adding that he has walked all the way from New York to see him. This little bit of pleasantry has its effect. It serves to create the impression that the visit must be an important one. It also forces a realization that there has actually been expended time, effort and money to bring the salesman to the house and that it was business that prompted it, business that might be extremely profitable to the concern. Most normal persons hate to see another spend time and money in order to accomplish a certain result, or even to bear a message, and then fail within sight of the goal. That is why this litle bit of by-play is so effective. It usually results in promptly gaining the desired interview, and not infrequently, on the way out, the young woman will stop the salesman long enough to ask how he made out. Even if the interview cannot be had at the time, it rarely fails to secure an appointment later, and the salesman can do nothing but abide by the result. If the time fixed is so short as not to warrant another call, the salesman should wait—otherwise he should go out on some other call.

When to Force an Interview.—The salesman should remember that all time spent in waiting is unproductive and is taken from actual selling. It is all at the cost of the house, whether he is working on a salary or a commission. This may

be challenged by those who think that time lost in waiting by a salesman on a commission basis is his own loss and not that of his house. Far from it, for the salesman's time belongs as much to the house as though he were paid a salary. The territory is given into his hands, and the house has a right to expect that it be made to produce as much business as possible. Any results less than the maximum deprive the house of that much profit.

Failure to produce reflects adversely on the salesman and his record, which is always scrutinized when applying for another position. The most valuable and cherished possession of a salesman is his selling record. It is the measure of his next position.

Aside from all these considerations, no real salesman will permit himself to be shunted off into idleness just because he is denied an audience by some other than the buyer himself.

If he is denied an audience or told that the buyer is engaged or cannot see him then, and he is forced to the waiting bench, he can ask other callers whether they are waiting to see Mr. Hopkins, or whatever his name is, and if so, he can see the desk or room they go into, and when they leave, he should resolutely brush past the gate and make for the man he came to see.

There must be no display of rudeness. That would be fatal to his chances, as it would probably be instantly reported to the buyer, and then there would be a sudden ending of all possible business relationships.

But there must be firmness. There must be a refusal, couched in courteous language, to state your mission or proposition to some subordinate, and have it reach the buyer, garbled, distorted and second-handed. It is usually best to decline the request to state the purpose of the call to a subordinate, especially to a switchboard operator, in some such way as this: "I am sorry I cannot give you the message I have for Mr. Hopkins. It is a matter that requires discussion by both of us, and is of sufficient importance to my house for them to send me to confer with him personally in regard to it. You will take this in the way I mean it, I am sure. If you were in a my position, I do not believe you could do otherwise. I shall be as brief as Mr. Hopkins wishes, and I shall also be willing to stay as long as he wants me to, until we have arrived at a decision."

Such a statement has an air of importance as regards the subject of the visit, and it usually ends any further attempt to pry into another's business, for fear that the effort might lead to a reprimand, especially if the call were important, after all.

If such measures fail, the salesman is justified in taking things in his own hands, and saying, "I am afraid you will have to let me take the responsibility of going in to see Mr. Hopkins. If necessary, I will tell him you did your best to keep me out. That will clear you, anyhow," and in following that up by going through that gate and right to the desk of the man to be seen.

There are other ways of reaching your man. You may secure a note of introduction from some friend or business acquaintance of his, or have some other person call him on the phone and make an appointment. "Where there's a will, there's a way," is a motto every salesman should remember.

Don't stoop to lies to see your man. It is unnecessary, and in most cases it will be detected, and the result will be unpleasant. There are so many honorable ways to get to your man that it is beneath any real salesman to resort to underhanded practices. They all come home to roost.

Keep it firmly in mind that you are not going about the country trying to take people's money away from them, but that you are engaged in a real merchandising service, profitable to all with whom you have any dealings. There is a dignity in such a thought. You have an honorable task to perform. Make the best of it.

SECTION 69—SALESMANSHIP

THE OPENING

The Right Mental Attitude.—As a salesman grows in experience, he realizes, more and more, the value of the right mental attitude when he approaches the buyer. It absolutely determines the convincing power of his sales talk. If he says to himself, "I don't believe I can get an order here," it will be strange if he does. He is whipped before he begins. He is fighting from the start against his own appraisal of the results, and he cannot put the fire and "pep" into his arguments. In fact he has made it practically impossible for him to put up any sort of a sales talk that will make a buyer see his proposition as he would like to have him see it.

But if he says to himself, "Well, here's where I get an order. By Gad, I've got to!" he has brought an army to his assistance, and he is in a mental frame of mind to sit down and launch right into such a presentation of his goods and their merits, that he will sweep all opposition aside and land the coveted order. That kind of an attitude puts his whole heart and soul into what he says, and there is a ring of assurance in what he says, and he at least creates the impression that

he thoroughly believes in his goods, and is sincere in all that he says.

Don't get the impression that it always works. It does not. But the times when it does are so many more than the ones when it does not, that it should be the constant study and effort on the part of every salesman to keep himself in a courageous, aggressive state of mind, determined that nothing shall prevent him from landing that order.

The Value of Earnestness.—It is usually hard to measure and comprehend things we cannot see, except only by their effects. There is a power of attraction that gives one man ascendency over others. It is given many names, but boiled down to every-day English, it may be said to be earnestness. Some call it magnetism, by which public speakers are able to sway vast audiences, moving them to alternate tears and laughter. It is prominent in many ministers and evangelists. No matter what other elements enter into this power, earnestness is its foundation.

Earnestness works two ways. It impresses the listener with a deep sense of conviction on the part of the speaker of the truth of what he says. That generates confidence, and confidence is the great essential quality in making sales. The buyer must have confidence in the salesman, in what he says, in the goods he sells, even though he has seen

just a sample, or perhaps only a photograph. Then earnestness has its effect upon the speaker. It increases his powers of description, reasoning and expression.

Go at your task with all the earnestness possible. It is your bread and butter. Then go at it in a way to make the other fellow recognize that fact, and that it is giving you three good meals a day, a good place to sleep, good clothes to wear and something laid aside for the rainy day. That impression is bound to suggest to him that there must be something in what you say.

Never Interrupt.—One of the worst things a salesman could possibly do is to "butt into" a conversation or to begin talking to a prospect before he has indicated that he is ready to listen to what you have to say.

The first five minutes of a call will, in most cases, determine what the result will be. Those five minutes are therefore the most important ones in each call. To start those crucial five minutes with an interruption is to invite a swift dismissal.

Gentlemanly conduct is expected and required in business. To be respected as a gentleman one is required to act the part.

If the prospect is busy, and glances up to see you as you enter, answer his glance with a pleas-

ant smile and a brief salutation, as, "Good morning." If he says "Be seated for a moment," indicating a chair, your "Thank you," is the only reply necessary, and take the chair and wait—and watch—and listen.

The few moments a prospect spends talking to another, signing his mail, talking over the phone, or looking for some mislaid paper or document, are of great importance to the keenly alert salesman. They give him an opportunity to glance around and study his man, his surroundings, his temperament, what he is doing, his problems, and these, in turn, should furnish ample topics with which to open the conversation when he indicates that he is ready.

The gentlemanly, considerate salesman always has the better chance, for the reason that it is harder for the prospect to bring himself to be rude or to unkindly rebuff him.

Always Greet by Name.—Never make the mistake of letting it be apparent that you do not even know his name. Always ascertain it in advance and when you greet your man, do so by name. He will appreciate it, and it is evidence of the fact that you have been sufficiently interested in him to ascertain what his name is and to use it.

One salesman always makes it a practice, when

visiting a city for the first time, to call up on the phone and ask the name of the buyer in such a department, saying that he may have occasion to write him and would like to be able to mark the letter for his attention. He does this without giving his own name, so there is no connection between the telephone request and his own later call. He states that he has never failed to get the buyer's full name, and he immediately enters it on his call sheet.

Be Friendly.—Friendliness begets friendliness. It is contagious. If your prospect turns toward you and gives any intimation that he will shake hands with you, meet him more than half way. But don't force him to if you plainly see that he does not want to. To be able to make him want to, because your bearing and appearance appeals to him, is a very great advantage.

Introduce yourself to him at once. It is considered better not to hand him your card at that time as it transfers his interest from you to a piece of cardboard, and he may sit turning it over and allowing his thoughts to wander off on other matters. To place anything in his hands until the time has come to hand him a sample for his inspection, is liable to have the same result.

Remember he is more interested in you at the moment than he is in the name of your firm, par-

ticularly so if the name of the firm is unfamiliar to him. He will judge the firm by its representative. Its name will come out soon enough.

Follow the Prospect's Lead.—Very often the prospect will make some comment connected with his own business, especially if he is engaged at the moment you enter. This gives you your cue. Follow his lead and in doing so show your interest in his problems. It will go a long ways in establishing common ground between you. But don't prolong it after he indicates he is ready to take up the matter of your call.

Your Own Presentation.—As soon as the usual courtesies are over, waste no time in telling him why you have come to see him. You know in what ways your goods are superior to others. Tell him, but remember to avoid knocking competitors, for it is probable that he is already handling some of those competing lines, and to knock them is to criticize his business judgment in putting them in stock. To do that is to virtually destroy, then and there, all chance of doing business with him.

Get away from generalities and down to cold facts as quickly as possible. Remember he is as busy as you are, and that he will appreciate your going to the root of the matter at once.

All the while maintain a calm, dignified air,

courteous and respectful of the opinions of others, but seeking to change those opinions where they run contrary to your own, and do it by showing facts and not theories.

Anticipating Objections.—If a buyer begins to make objections, the salesman is at once placed on the defensive, where he should not be. It is a position difficult to get out of and a handicap to further negotiations.

The real salesman is one who has come to recognize what those objections are likely to be and is prepared in advance to meet them. In fact, if possible, he will raise them himself before the buyer has a chance and then proceed to demolish them. This is more apt to be the case in connection with the introduction of new lines, and the experienced salesman is fairly well conversant with what they will be and in a position to beat the buyer to it.

When approached with the proposal that he should put in an unknown, unadvertised line, the average buyer says, "What? Do you expect us to stock a line that nobody knows, that there is no demand for in this territory? Do you expect us to get behind your goods and push them out and try and create business for you, when we are now handling brands that have been on the market for years and are called for by name in every

city and town we cover? Not much! Go out and advertise your brands. Introduce them. Create a demand for them, and then come to us and we will then consider putting them in."

What can the salesman say to such a broadside of objections, fired at point blank range?

But the answer is that those objections are being met and overcome every day. It is part of the life and work of the salesman to surmount such difficulties and come away with the orders, notwithstanding.

A salesmanager was recently given that very same problem to solve. His factory was a new independent one, with but few jobbers handling the line, and business conditions made it imperative that the output be greatly increased if the concern were to survive.

This man hit upon the idea of using a very unusual type of business card, with a number of his samples eyeletted to each. These he placed in the hands of his salesmen and told them to present their card to the different buyers, the first thing they did. Of course, the buyers, never having seen anything like them in the way of business cards, would invariably smile as they were handed to them, and stop and examine not only the cards, but the samples attached.

Before the buyers had a chance to launch their

stereotyped objections, the salesman leaped to the fray and stated, "I know exactly what you are thinking about. It is that you did not know that our factory was in existence, much less ever seen or heard of those brands of ours, samples of which are affixed to my card."

This was bound to draw assent, and then the salesmen followed it up with the further statement: "That is the most important fact I have to tell you—that these brands are unknown in your territory, for it means that they were never on the market under the old low prices. It means that it is vastly easier for the dealer to sell them at today's price than to sell old brands for twenty-five and thirty cents each that used to retail for a dime. It means that it is vastly easier for the jobber to sell these same brands to their trade on a profit-making basis than to force the trade to pay $2.40 a dozen for what you used to sell at 75c."

There was scarcely a jobber who did not recognize the force of the argument, and what the salesmen had done was to take the buyer's own objection and use it as a club to force an order. As a result of this smashing attack, the factory that was famished for business, within six months was heavily oversold, and although the capacity has since been increased four-fold, it still cannot turn out the goods fast enough.

Not Come to "Sell."—Never open with the statement that you have come to **sell** such and such an article. Remember the prospect is a **buyer** and not a user; that his buying is only so that he may sell again and at a profit. To say that you have come to **sell** a man anything savors too much of an attempt to rifle his pockets and take his money away and instantly and intuitively there is a tightening of the purse-strings, and the thing is not **sold.**

Further, the use of the word "sell" offends most men, for they like to exercise their own good business judgment in the selection of what they want to buy, while the idea that another person is trying to dictate or compel a purchase of a certain thing is repugnant.

Advantages of Handling the Line.—The proper method is to show the superiority of one's own goods and the advantages of handling the line. Then the purchase follows as a matter of course. There is no other way to handle it. This makes it entirely unnecessary ever to suggest that you have come to **sell** anything.

SECTION 70—SALESMANSHIP

THE SALES TALK

Be Conservative.—It should be constantly borne in mind that there is but a single object in view when calling upon a prospect, and that is to convince him that it is to his interest and that of his house to handle the line. Conviction of benefit to be derived—that is the clincher.

Persuasion or conviction is based on an acceptance of stated facts. The confiding mind may not ask for proof. The doubting mind comes from Missouri and must be shown.

It is inviting disaster, therefore, to make statements in the course of a sales talk that cannot be verified, and at once. To have to admit that you cannot produce the proof then and there, but that it exists, weakens the positive statement to the point of almost absolute doubt as to its correctness. The prospect is very apt to say to himself, "Well, if that is true, why am I not shown the proof?"

In most sales talks the salesman can find a common ground of accepted facts upon which to build his argument and demonstration, step by step. Proceeding from one admitted fact to another, it is relatively easy to carry the prospect

on even beyond the limits of his own knowledge, because he has watched and checked every statement and argument you have made, and they have rung true. He is therefore ready to follow you in faith another step, though it be beyond his depth, and which he will probably not admit.

Talk from the Buyer's Viewpoint.—A successful salesman should make a good correspondent, because sales talk must of necessity be entirely from the viewpoint of the customer. The salesman can hope to make a sale only when he can show the buyer that it is to his own interest—not the salesman's or the salesman's house—to place the order.

Self and self-interest must be buried. You have come to serve the buyer through better goods and so enable him to pass that service on to others and with profit to himself and benefit and lasting satisfaction to the ultimate users. There can be no mention of what "we" want or would like. Everything must be "you" and "your trade."

In exactly the ratio in which you can convey the impression that you are concerned in the buyer's welfare, and realize that as you accomplish that you take care of your own, will you increase your chances of getting the desired or-

der. Better still, don't let it linger just as an impression, but so state it until there can be no doubt about it at all in the mind of the buyer.

An Illustration.—A sales manager who has met with unusual success in placing new brands of goods on the market, always drills his men thoroughly in the emphasis on this phase of selling. He has his men say to the buyers that the sole interest of the factory lies in putting out superior merchandise at attractive prices, allowing liberal margin of profit all down the line, and in so packing, displaying and merchandising the line that it will be extremely easy for both the jobber and the retailer to make rapid sales and quick turn-overs; that the factory recognizes the jobbers' salesmen and the retailers and their clerks as its real sales force, and if any suggestion can be made at any time by either jobber or retailer that will make it easier to sell to the ultimate consumer, to feel perfectly free to do so, and it will be promptly adopted if possible; that the factory in reality considers itself only as the manufacturing agent of the jobber and welcomes any change in goods or method of merchandising that will speed sales.

Such an attitude is so different from that of the manufacturer who in effect says, "We are making such and such articles, and they sell for

such and such prices, subject to fixed discounts. They are put up in such and such ways. Take them as we put them out or leave them alone. We are running our own business. Still we want yours."

It does not follow that the factory that instructs its salesmen to present the broad co-operative attitude need conduct its business according to the whims and ideas of every jobber or retailer with some wild utopian theory or idea. Far from it, but the admitted fact that the jobbers' salesmen and the retailers and their clerks are the real selling factors of the products, and an avowed willingness to do anything within reason to aid those selling factors in making larger sales, shows a spirit of co-operation that never fails to win friends and more customers who remain intensely loyal.

Present One Fact at a Time.—Don't let this escape—that you are familiar with your own line and know all of the good points about it, and that your prospect does not.

Make it clear at the outset that the purpose of your call is to give the prospect a definite knowledge of the goods you make and definite reasons why he should buy them. Then, having arranged your facts in logical sequence, proceed from one point to another. Do not hurry and leave one

until you are satisfied your prospect is in full accord with you. Build firmly as you go, so there will be no need of going back over the same ground to clear up some dubious point.

Testing the Prospect's Interest.—There are certain types of buyers whose mental processes it is difficult to detect. There is the bored buyer who is usually an "old timer" who has listened to salesmen make their sales talks for years until he fancies he knows them all by heart, and can give any one, as soon as he knows what the line is. Then there is the preoccupied buyer, whose mind is going through a two-ring circus act, one giving ostensible attention to what you say, and the other miles away on some other line of thought.

As the salesman proceeds with his presentation, both of these classes of buyers are very likely to nod assent to his arguments, but as a famous cartoonist puts it, "it doesn't mean anything."

The only way to jolt those fellows into real attention is to stop and fire some question at them related to what you have been saying that will compel them to sit up and pay attention.

It is always desirable to draw the prospect into a discussion of the points you are making—but never an argument, for that is apt to be fatal.

Keep interest alive, tempered with good nature.

Demonstrations.—The old saying still holds, that "seeing is believing." You are making certain claims for your goods. They may seem extravagant. If it is possible to stop right there and make a demonstration, do it by all means. There is nothing so convincing as the demonstration of a doubted statement made by a salesman. It not only confirms that particular statement or claim, but by that very fact it lends credence to other statements and claims that also might seem too broad.

With new goods, demonstrations as to quality and workmanship are particularly effective.

A salesman selling a line of new paper specialties would succeed in winning the confidence of the buyers until they were ready to place their order. Then he would stop and hold up his hand as though to restrain the signing of the order and say, "I am not ready to accept your order yet. You know nothing about me or my house except what you have learned today. Have you ever looked beneath the surface of goods of this class to know of what grade of stock they are made?" The buyer almost without exception says that he has not. Then the salesman would proceed: "Before you place that order I want you to see beneath the surface of my goods,

for, as you know, 'beauty is only skin deep,' and then compare what you find there with what you will find in the lines you are now carrying. 'Seeing is believing,' you know."

This salesman would then tear his goods and ask for a sample of the ones the buyer carried in stock and tear one of those. The salesman knew what the buyer would see, and the comparison left no doubt in the buyer's mind as to which was the better, and the order was confidently placed, and that salesman knew that he had landed a good steady account, one that would get behind his line and push them for all there was in the trade, because the buyer was satisfied that he was handling a superior article.

The impressive thing about this salesman's act was the refusal to take the order until he could demonstrate his claims of superior quality to the satisfaction of the buyer, giving him full opportunity to back out, if the result was not entirely satisfactory. To appear too anxious to get the order often leads to suspicion that may be fatal.

Featuring Quality.—As business houses come to realize that permanent growth is based on reliable merchandising service, more and more importance is attached to the quality of the goods they handle. Substandard merchandise never

built an enviable reputation for any house that habitually dealt in it.

The importance of quality strikes at the root of all buying. People buy, of course, because they either want or need a certain article. But in their buying they try to select that particular make that will give the best satisfaction, wear or service. They are looking out for their own interests, and those include the durability of what is bought as well as the price. If they find a certain line of merchandise they have purchased from the Empire Dry Goods Company or the Leader Department Store proves unsatisfactory, and that subsequent purchases turn out no better, they are going to stop buying there. They are going to tell their friends about their experiences and so the dissatisfaction is spread. This is going to affect the volume of business of the store, which, in turn, is going to reduce the volume of their purchases from the jobbers and manufacturers. The buyers in the jobbing houses, hearing of the condition, are going to refuse to buy those goods that have been the cause of the trouble.

Thus it is seen how dependent mercantile houses are upon quality—not once in a while, but all the time.

This condition makes it a safe rule to place your

first emphasis on quality. But there must be that same degree of quality in the goods that you claim for them, or your business career in that territory will be of short duration. No salesman can deceive a buyer regarding quality and get away with it. The goods, when they arrive, are going to condemn him if they do not measure up to the standard claimed for them.

Price always speaks for itself, but quality is a feature that may remain in the background, unknown, unless it is brought to the front. To a great many buyers price is a matter of small concern if there is not sufficient quality to make the goods desirable to handle.

There are certain lines that are so standardized and so uniform that it is difficult to arouse any genuine enthusiasm in trying to talk quality. Steel rails, wire goods, nails; these might be cited as instances. But it is safe to say that there are facts connected with their manufacture, processes used, safeguards thrown about production, all designed to maintain a uniformity of quality that makes the products more than equal to the strains and stresses to which they may be subjected.

The young salesman should refuse to go out until he has found some phases connected with the manufacture of the goods he is going to sell

that combine to produce a quality, a fitness for the use for which they are intended, that makes them superior to any similar classes of goods on the market. If he cannot do this, he is not going to be able to justify his call on the prospect, nor to urge any good and sufficient reason why his goods should be purchased in preference to any others on the market. And that is what he must do, if he is going to make a real salesman.

The advice to all salesmen is to know your goods so thoroughly and every phase of their manufacture, that you are fortified with the facts to create that desire for them on the part of the buyers that can end only in orders.

Uniformity of Quality. — Another phase of quality is its uniformity. It has been constantly urged that confidence is the basis of buying and selling. But it should be remembered that confidence is not confined to individuals. It extends with equal force to manufactured goods.

The original order is placed because the buyer has come to have confidence in the salesman and in the goods he represents. At least a sufficiently strong impression has been made to justify the buyer in "taking a chance," and so he places his first order. He watches for those goods when they arrive and goes out to the shipping room carrying with him one of the samples he asked

the salesman to leave with him. He has the cases opened and he picks out goods at random and compares them with the salesman's sample. If they match up favorably, he breathes a sigh of relief and goes back to his desk with a stronger confidence in human nature and in his own ability to judge men and products.

But let repeat orders go in, and after those goods have reached the consumers, complaints begin to come back from the trade, where is that confidence. The buyer is afraid of the goods. He has lost confidence in them. He dare not handle them for fear he will "get in bad" with his customers.

All this has been said to show how important it is to convince a buyer that quality in your line is not an occasional achievement but is constant and uniform.

Explaining Manufacture.—In driving home the uniformity of quality in your goods, it frequently increases the interest on the part of the buyer if you will ask him if he has ever gone through a factory making such goods. Most men are interested in mechanics and in the processes of production. From early childhood they have liked "to see the wheels go 'round." If the buyer says he has not seen such goods made, then the salesman might say, as one puts it, "Well, I can take

you through our plant in ten minutes, without getting out of our chairs. Let's go!"

The salesman should begin with a statement of raw materials used and where obtained, laying stress on the insistence upon quality right there at the fountain head. Then he should trace every step in the making of the goods, paying particular attention to inspections in each stage, so that if any defect occurred, it would be instantly detected and the defective piece thrown out. This little journey should follow the goods to the stock room, the shipping department and into the hands of the carrier.

When the trip was over, the salesman might add, as was the custom of the one above referred to, "and though once in a while, some slip will get by undetected, yet those of our jobbers who have been to the plant and have seen with their own eyes what you have seen in mental pictures, have turned to us and said, 'with such a system of inspection as you maintain, it does not seem humanly possible that any goods could get by and into the hands of the trade that were not absolutely up to your very rigid standards of quality.' "

The effectiveness of this is the attitude of having nothing to conceal and a desire that an order, if given, shall be placed under the fullest knowl-

edge possible of the goods and their manufacture.

When Price is Important.—Sometimes price is a hard thing to keep in the background until the quality of the goods can be demonstrated. This is particularly true when the buyer, when the goods are shown him, snaps out, "How much are they?"

In such a case the salesman should parry the question with some such evasive reply as "Cheaper than anything else on the market when you consider what you are getting." He must do this in a gentlemanly manner, so as not to give offense, and if his face bears a pleasant smile as he says it, he may be pretty sure he can win out. It's not so much what one says as the way or how it is said. Men can swear at each other without giving offense if the oaths are accompanied by a contagious laugh.

But when quality has been demonstrated, then price becomes important. Almost every house has its certain classes of trade and those classes have their price limits that they can afford to pay.

It is most important that the salesman should know in advance the class or classes to which the buyer's house caters, so that he can offer goods that come within its range. It shows lack of understanding of the requirements of a house to offer goods unsuitable to its trade and reflects

against the salesman guilty of such a tactical error. Buyers look to the salesman for helpful suggestions and where that quality is lacking and in its place there is displayed an utter absence of understanding of their requirements, there is a deep gulf set up between them that it is most difficult to bridge.

Handling Price Buyers. — There are buyers who are interested primarily in price and only secondarily in quality. This is because those houses cater to a cheaper class of trade, which, through necessity, can pay but little and must take what that little will yield in the way of quality.

These houses must secure goods within those price limits or go without, and they hew close to the line.

With such, there is nothing to be gained in attempting a discussion regarding quality. It is wasted time and the salesman who persists is likely to be cut off short. The only way to handle such buyers is to come right out with the price and say here's the price and here are the goods. Can you match them?

Such buyers will naturally want to secure the best value they can for the price, but they hold to price first and last. If your goods do not come within their price limits, make it short and leave,

but with the statement that you will be glad to keep their requirements in mind, and if it is possible to produce goods within the prices they can pay, or if there are any "seconds" or "jobs" that can be sold at a price, you will be only too glad to send them samples and prices. The big thing to do is to leave the impression of a desire to serve at some future date, if not possible now. This leaves the door open for a return call.

Handling the Critic.—There will always be found a certain class of buyers who take a delight in minimizing whatever you may say about quality or price. They will pick up your sample with the tips of their fingers and look it all over, testing it as best they can—or as savagely—or they will give it a contemptuous shove to one side, with the remark, "Oh, that's nothing. I don't think much of it. That's no good."

What are you going to do in such a case? Get indignant, and go at him, hammer and tongs? By no means. He is inviting just such a course of action. He is trying "to get your goat," as the slang phrase goes.

One salesman says that he always turns to such a buyer, with a smile, and says, "Well, I am glad to meet an orthodox, scriptural buyer at last. You know what Solomon says in the Book of Proverbs about you?" The buyer will look non-

plussed and say that he does not. Then the salesman continues, "Solomon, describing you and a good many other buyers says, 'It is naught. It is naught, saith the buyer.' " This is all said with a good natured smile on the part of the salesman, and nine times out of ten, a situation filled with possibilities of disagreement is saved and both are brought back to the matter in hand, and usually an order results.

It only goes to serve how the salesman must be always "up on his toes," ready to meet any situation instantly, and to do it in a way to preserve good feeling and to make friends of the man who is deliberately trying to put him at a disadvantage.

Manifestly the object on the part of the buyer is to run down the quality of the goods, even at a ridiculously low price and to get them for less. To be able to baffle such efforts and yet preserve good feeling, is art in salesmanship. It is one of the requisites of the successful salesman.

Fascination of Novelty.—New things always awaken interest. It is as true of adults as of children. We never get away from it or outgrow it. When the trolly cars were new, people flocked in from miles around to see the thing run without horses or a locomotive ahead of it. When the automobile arrived even a greater sensation was

occasioned in which both man and beast shared, and it is not entirely overcome today, as new features are added to the cars with which we are all familiar. The airplane still is sufficiently new to draw crowds, and all through the country, people will stop their work and rush out of doors or to windows when the whirl of its propellers resounds. That they have seen the planes a hundred times seems to make no difference.

So it is with new goods—goods that embody new and novel features. Their very novelty commands attention.

Where the salesman has a line in which there is an article that is new and strikingly different from any that have been upon the market, he should use that as his introduction. The purpose is to awaken interest on the part of the buyer, and the closer attention is paid to it, the better chance the salesman has to show the rest of the line.

With one distinctively different article, the buyer is very apt to ask to see the other numbers, to ascertain whether they have anything new about them. He knows that new things, properly displayed always attract attention on the part of the public who are the ultimate consumers. Therefore he is anxious to be the first one to bring such goods to the attention of the trade he reaches. It adds to the prestige of his house and

he covets that distinction. It likewise stamps him as a wide-awake salesman.

Use Simple Language.—There is only one way to hit a bullseye, and that is to aim directly at it, not over it or under it. There is only one way to make your message—your sales talk—understood, and that is to clothe it in language that your listener can readily understand.

It is an easy matter to find out how far a buyer can follow you in description. Ask him a question or two connected with what you have been talking about, and you can quickly ascertain whether he comprehends what you are saying.

Avoid technical terms. Don't let any vanity impose upon your good judgment. Because you happen to know all the technical terms, don't parade your knowledge by frequent use of them. Once in a while it may be necessary to use one, and then it is very apt to be the name given some part or some process employed in manufacture. In such a case be sure to explain just what that term means in simple, everyday language. If your listener does not grasp what you are saying and cannot follow you understandingly, you are wasting both his time and yours and making no progress except to the door without an order. Go back to page 1270 and read the explanation of the process of making gold pens, and see how

the subject of "annealing" is treated. Take that as a guide whenever technical terms must be used. A clear, simple explanation adds to one's store of useful knowledge, and there are a great many men and women who are making it a rule of their lives to learn at least one new fact each day.

If you have occasion to use a technical term and follow that with an explanation of what it means, do not make the mistake of asking the listener if he knows what that term means. The chances are that he does not, because his interests have been in other directions, but to compel him to admit his ignorance is humiliating to him, and you have by that very question lessened your chances of selling him.

When you have occasion to explain, do it in some such way as this: "You probably know that,"—and then go on with the explanation, apparently giving him the benefit of the doubt, but stating it in your own way to make sure you are both in accord.

Induce Conversation. — It is most unsatisfactory to the experienced salesman to have the buyer keep still and let the salesman do all the talking. There is a feeling that will not down that the buyer is miles away in thought and must be brought back.

This has already been referred to under the heading of "Testing the Prospect's Interest" (p. 1324), but it has a wider application.

The first subject, naturally, is the goods themselves. The next is their adaptability to the buyer's trade. The third may relate to trade conditions generally and in particular, as they affect that locality. Another theme has to do with the quantities of goods that could be handled within a certain time. Always, in these times, a fertile field for discussion is what will be the trend of the market as to price and how far wage reductions or readjustments can be expected to go.

The well-read salesman can always find subjects with which he can draw his prospect into conversation, and yet keep them close enough to the business in hand to make them seem both pertinent and profitable.

A salesman always should be able to draw out his prospect in such a way, and so glean a pretty accurate idea of where he stands in his attitude towards the goods. Once this is made clear, the salesman knows just how to trim his sails to make the port.

SECTION 71—SALESMANSHIP

SAMPLES—MEETING OBJECTIONS

Use of Samples.—It is universally recognized today that the desire of possession comes primarily through the eye. We pass along the street and are suddenly arrested by some unusually attractive display in a store window. We are in the merchandising game and naturally are attracted by anything that is an aid to sales. But we stop, nevertheless, and the longer we stay there in admiration, in contemplation, the stronger grows a "still, small voice" within us, that suggests a dozen different uses for that thing or simply creates a desire to have it, to use it, to wear it, as the case might be. Sometimes that voice is strong enough to drown the timid question as to whether prudence would approve of the purchase, and in such case, we go inside and look at it at close range. We handle it fondly. We must have it—and we do.

That is the power of suggestion coming through the eye that creates and stirs into positive action the desire of possession. This may seem a long-winded way of expressing a very simple, commonplace fact of almost everyday experience, and yet we so very often lose sight of the forces that control our actions unless we do

stop to analyze them so that we can turn them to do our own bidding.

It is this very thing that a salesman's samples are supposed to do. They are supposed to awaken the desire of possession for the purpose of profitable resale. They are supposed to impress the mind of the buyer with the fact that if they "look good" to him, in his capacity as an individual, they will also "look good" to the public, whose tastes and fancies, whose needs and luxuries, he is supposed to be able to predetermine.

Sample lines, neatly and attractively gotten up, bright and shiny, are eloquent in confirming all that the salesman has been saying about them.

The salesmen with "trunk lines" know this and part of their training is the making of the most attractive displays possible in every place where they "open up." As their customers come in, they are at once attracted by the displays, and the first thing they do is to make the rounds of the tables, stopping to pick up and admire first one and then another article.

The salesman follows the customers with his order book open and pencil in hand, ready to set down the items that have won.

So the salesman who carries his samples in a portable case should make use of their appeal as early in the sales talk as possible. If the sample

line is voluminous, he should select a few of the most attractive numbers in advance, leaving his case outside or within easy reach, and spread those few out to catch the eye of the buyer. If the buyer will only pick them up and examine them as the salesman talks, things are going well.

The salesman should learn to make his talk applicable to the articles the buyer is examining. He should direct attention to different phases of the goods, pointing them out. This opens the way to a dialogue instead of a monologue.

Samples should be readily accessible, not wrapped and swathed in rolls of tissue or cotton. No buyer wants to wait while a tedious process of unwinding is going on. Have the samples so they can be seen as soon as the case is opened. Don't be afraid to let the buyer handle them. If he does not evince any desire to, be quick to take one or two out and hand them to him. There is nothing like it. There is no substitute for it. That is the experience of every seasoned road man, of every house-to-house solicitor. It is the short-cut to increased interest. In one way or another, contrive to get your samples into the hands of your prospect.

The First Samples.—There has been much discussion among salesmen as to which should be shown first; high-priced, medium-priced or low-

priced. Each class is able to advance arguments of no little weight.

Those who contend that the high-priced lines should be shown first, argue that in so doing you indirectly compliment the prospect by assuming that he handles high grade merchandise. Yet it may be that his trade cannot use them. Still, the showing of the high-priced numbers carries its own inference that there are lower-priced ones in the line.

Those who claim that medium-priced numbers should have the preference argue, with no little force, that they then have a chance to work both ways, up and down. Medium-priced numbers, these men contend, establish them as a standard by which numbers of other price ranges are to be judged.

Lastly, there are those who believe in the wisdom of first showing the low-priced numbers, leaving it to the price to do its fine work. They also claim that showing goods at low prices clearly indicates that there are those of higher price ranges. It is a further claim that the showing of the low-priced lines first, indicates that the salesman is not trying to work off first his high-priced goods and so make a better showing at home, and at the expense of the customer.

If a vote were taken, the majority would prob-

ably decide in favor of the medium-priced lines, for with them there is the latitude of going up or down the price scale, as the customer might prefer.

Held Back Samples.—By showing the medium-priced lines first, there is given the customer the opportunity to say, "If you only had something a little better (or cheaper) it would be just what I want." Then the skillful salesman brings out his "held back" samples—ones he has not shown, in whatever class the customer indicates, and at once meets all objections. As has been truly said, in such a case, "the salesman can reach for his sample and his order book at the same time."

When to Use Low-Priced Samples.—There is a time when it is advisable to place reliance on low-priced samples, and that is when the line is devoid of novelty or where the trade runs toward a price basis. The salesman should have in reserve a special, and bring it forth, saying, "Here is a number that is exceptionally low in price that you can handle at an unusually liberal profit margin." No careful buyer will turn that statement down without a careful examination of the goods, for they may be just what he is looking for, either as a permanent number or for use as a "leader" to draw trade for other departments, and to interest new customers.

MEETING OBJECTIONS

Must Be Expected.—It is a safe statement that at least ninety per cent of all sales are made only after objections made by the buyer have been overcome.

The salesman who cannot overcome objections might just as well seek some other field of employment. Selling goods is a constant battle. The adversary is the buyer. The objections are the buyer's weapons of defense against what he assumes to be the attacks of the salesman against the house bank account, or perhaps only against his own preferences or judgment. The order is never secured until those weapons have been beaten down.

In war it used to be a trick of a retreating enemy to leave a fortified place with dummy guns mounted commanding every avenue of approach, and often the ruse worked and the nearly defeated army succeeded in getting away unmolested and with a chance to reform its broken divisions.

Fake Objections.—So in the business war, in the battle of selling goods, after the salesman has delivered broadside after broadside, smashing his way to what seems certain victory, he may suddenly come face to face with ramparts crowded with frowning cannon. It is then he must be able to tell whether they are dummies or the real

article. No matter which, the attack must be carried on. If he assumes they are what they seem, he may reach down and grab his hat and sample case and beat a hasty retreat, while the half-defeated buyer inwardly chuckles at the success of his ruse.

Among these insincere objections are dull times, approaching inventory, necessity of reducing present stocks, appropriation exhausted, unwillingness to take on any new lines, market too unsettled and a number of others.

It must not be assumed that every time one of these objections is raised that it is necessarily insincere, but it must not be instantly assumed, on the other hand, that it expresses an insurmountable obstacle to a sale.

It devolves upon the salesman to be undismayed, and firmly, yet with proper respect and consideration, to proceed to overcome the objection.

If, after all his efforts, he finds the objection real, he may not press his attack to the point of giving offense. If he does that, he will find it exceedingly difficult to approach that same buyer with anything like a cordiality of reception such as should be accorded a salesman on his next trip.

Avoid Defensive Attitude.—One of the results

of a buyer's objection to the salesman's goods or to placing an order is to instantly shift positions and put the salesman on the defensive. That is where he should not be. He is the one who is and always should carry the offensive. In most cases he has not been asked to call. He comes uninvited, and must of necessity dominate the interview.

If an objection is made to the goods themselves, it should be met squarely and promptly, and accompanied with all proof available.

Salesmen should be instructed in advance as to what objections to expect as to the goods and be armed with appropriate answers. But as soon as the answer has been given, the salesman should immediately press the consideration of one of the positive advantages of the goods, and thus place himself once more on the offensive.

One dominating reason for buying is worth more than an hour spent trying to meet objections that do not go to the real merits of the case. The art in salesmanship is to bring that positive advantage to the front and so drive out the negative suggestions of the buyer.

Objections Not Concerning the Goods.—The most trying objections, especially to the inexperienced salesman, are those that do not concern the goods or their desirability, but relate rather to

some internal condition in the buyer's house that he claims prevents him from placing the order.

The principal ones have already been enumerated. While the salesman must never let the buyer think that he doubts the truth of the statement, he must make it clear that his urging of his goods is not from the standpoint of the monetary advantage to the factory, but from the standpoint of the buyer.

Goods that will sell at a profit are not going to be passed up just because inventory is a few days or a few weeks off. If it is within the authority of the salesman, and inventory date is close at hand, that old objection is quickly brushed aside when the salesman says, "Well, we won't let inventory stand in the way. You have admitted that my goods are all I have claimed for them, including quality, price, discounts, etc. You say you believe they will make a popular addition to your lines, and yet your final reason for withholding your order is approaching inventory. I'll tell you what I'll do. I'll take your order today—right now—and bill you for them the first of the month following inventory. Then that bill will not show in this year's accounts." He has driven that buyer into a hole, from which there is but one escape left, the statement that the house would not countenance post-dated billing, and

which is rarely the case and an objection infrequently made.

Convince of Self-Interest.—We are all moved by the considerations of self-interest. That is why the successful sales talk always takes the buyer's viewpoint, and seeks to convince him that his own selfish interests are in the direction of handling your goods.

So it is that when these objections that do not concern the goods are made, be they what they may, they can usually be dispelled by showing the buyer that to persist in his attitude means the passing up of profits, which to acquire has now been placed at his refusal.

Persistence.—To accept the first "no" as final spells defeat for any man who would even make a living selling merchandise. To hang on and to drive home argument after argument that will knock the props out from under the objector, is what is required of the real salesman. There is exhilaration in winning a battle, in matching wits with the keenest buyers.

One salesman tells how he hung on and argued with a buyer who objected to his terms as his last excuse for not placing the order, and when he finally won his man over, the buyer patted him on the back and said, "Good enough! I was going to buy all the while, only I wanted to see if

you would stick by your terms, even to the point of losing the order. **Now I know that you mean what you say."**

If that salesman had quit when the buyer asked for terms, f. o. b. New York City, instead of f. o. b. factory in Ohio, and had promised an increased order if this concession were granted, although in violation of what the salesman had stated were the unalterable terms, the house would have lost a valuable customer, the salesman would have met a defeat that would have undermined his powers of resistance and the buyer would have had a mighty poor opinion of him as well.

It is not possible to forecast what particular forms objections will assume, but one thing is certain, and that is that they will come, and a-plenty, and the salesman should be prepared in advance for as many as can be conjured up and ready with the answer.

Persistence must never be at the expense of a gentlemanly conduct. It must never appear to question the truth of a statement nor the motive that prompts it. It must accord to others the right to their own opinions. BUT it must reserve to itself the right to attack those objections and set them aside completely, and be able to shake hands with the late adversary and part the best of friends, with an assurance of a hearty welcome on the next trip.

SECTION 72—SALESMANSHIP

CLOSING THE SALE

Necessity of Conviction.—It matters not how successful you are in getting to your man; how you hold his interest; how clearly you answer his questions and meet his objections, if you fail to convince him of an immediate, present need of your goods, stronger than any urge to delay that may come to him, even unexpressed, you have failed.

The order is what you went after. If you come away without it, there was something wrong—not with the prospect—but with you. What was it?

Real salesmanship does not consist in selling a man what he must have—what he would have gone out to buy if you had not brought it to him—but it does consist in selling him something he had no intention or thought of buying until you came in with it, and presented the case so clearly, so forcefully, that as a good business man, he could do nothing else than give you the order.

How often do we hear a salesman complain, "I can't for the life of me, figure out why I did not get that order from Jones & Co. I had him all worked up to the closing point, but somehow he managed to slip away from me. I never saw any-

body so changeable in all my experience."

But the facts were that the prospect was not so changeable as the salesman thought. The whole trouble was that he had never changed his mind at all. Interest had been taken for conviction.

In every phase of life interest falls short of conviction. Men may be deeply interested in politics or religious doctrines without having any convictions concerning them. Since time immemorial men have attended religious meetings with interest without being "converted," and have crowded into political halls to listen intensely to speeches which advocated principles that did not square with their own beliefs.

A man under the influence of conviction is bound to act. If he is in a religious meeting, he is going to get on his feet and come to the platform with those others who have been similarly moved. If he is in a political meeting, he is going to walk out and cast his vote according to those new-formed convictions. If he has been listening to a salesman's selling talk, he is going to take the proffered pen and sign the order.

To ask a man to buy before he is convinced of the merits of the goods, his ability to dispose of them at a profit and his present need of them, is not only premature, but a wasted effort, and in most cases results in losing the opportunity to

continue the interview and subsequently land the order.

Use Lawyers' Methods.—There is a very great similarity between trying a case before a jury and selling goods. The results can come only after all the evidence has been presented—and the case summed up. Evidence comes to the jury by piece-meal. Just so do the facts in relation to your goods come to the prospect. You can urge but one phase after another. You can meet but one objection at a time. But when the evidence is all in—when the prospect has not more questions to ask and interposes no further objections —then is the time to do just what the lawyer does —sum up the case.

You know your facts just as the lawyer knows the evidence that has been brought out before the jury. With animation, with confidence, with earnestness that carries great weight always, bring up in review the different phases that have been under discussion, making them all reasons that compel, through the exercise of the buyer's own judgment, but one course of action—signing the order.

Knowing When to Strike.—The salesman must be able to sense that particular moment when argument and proof have prepared the mind of the prospect for the act of signing. When

that moment has arrived, the order must be tendered. To delay and carry on argument past it is to jeopardize all that has gone before. There is a time to talk—to persist in being heard. There is also a time to stop talking and sign the order.

Rules can give but little help in such cases. The length of time is no criterion. Some men are quick to grasp a situation and to make a decision. Others require much longer and are slow and deliberate in action. The salesman must maintain a watch for the first intimation of conviction. When there is a pause in questioning, when there are no further objections forthcoming, when the salesman has covered the ground, then is the time to strike for the order.

This does not mean that he should reach for his order book and suspend conversation meanwhile. Let no cessation of talk ensue. Rather let the conversation turn to questions as to the quantity of goods that can be handled, to the shipping instructions, to what will be needed in the line of samples for the customer's own sales force, if he be a jobber, to the different numbers that should go to make up the order. While this is being done, let the order be prepared and placed before the prospect.

Convey the impression that the placing of the order is just as natural and logical a step as any

that have gone before. That it is the culmination both parties desire.

Tact Avoids Offense.—Most business men dislike to have another think that they are not acting upon their own independent judgment, but are being influenced by another. So in selling, while you are striving to direct and control the business judgment and decision of the prospect, never give that impression. It is very apt to be fatal if you do. It touches them in a very sensitive spot—their pride.

The same result can be obtained by putting the words into their mouth, as, "It is your judgment, Mr. Smith, is it not, that," etc., which, by the very assent of Mr. Smith, makes the act seem to him as though it were his own.

Don't Raise Doubts.—Many times there is a temptation to assure the prospect that it is perfectly safe to place the order, for if the goods should not be just as represented, the money will be refunded, or the goods replaced, as may be desired. To do this is to raise a doubt as to whether the goods are just all that has been claimed for them or not.

If, on the other hand, the prospect raises any doubt as to whether the goods will measure up to samples, it is very proper to state that he has the matter in his own hands; he may either re-

turn the goods and cancel his obligation to pay in that way, or have another shipment made; that in any event he is taking no risk, and that the factory must, for the sake of self-preservation, see to it that all goods that go out are so thoroughly good that they will make lasting friends of all those through whose hands they pass.

Closing on First Call.—Today's methods are the opposite of those of yesterday. It used to be the fashion, if one may employ such a term in business, for the salesman to make two or three calls on the prospect before he ever expected to secure the order. The first call was as an introduction; the second was to become better acquainted and gently broach the matter of business, while on the third call, or perhaps the fourth, the strictly business part of the performance—for such it was—was consummated.

Time is far too valuable. Costs of travel and doing business are far too high. Too much territory has to be covered to permit of the easy-going methods of yesterday, that to some extent still prevail in certain sections of the country. Decisive action is what counts today.

The secret of closing on the first call is the possession of a growing army of salesmen today. It is one of the best recommendations any salesman can have in seeking another connection. It mani-

fests a mastery of the real principles of salesmanship.

The first rule to be kept in mind is that the salesman is there on business—strictly business, with no time to waste in preliminaries or story-telling.

The second rule is the salesman must dominate the interview. The moment he loses control over the conversation and the prospect has the floor, that moment his chances go glimmering.

The third rule is that the salesman must be able to anticipate all objections that might be raised, and do it as a part of his sales talk, so there will be no opportunity for the prospect to take the lead.

The fourth rule is that the sales talk must be carefully gone over in advance, so that it can be given in a short time, and progress logically from point to point, without leaving any gaps as though there were something to hide.

The fifth rule is that in making this rapid-fire talk, deference can be made to the opinion and judgment of the prospect by injecting the assumption that his judgment coincides with yours, putting it in the form of a question following a statement, as, "You agree with me in that, **do you not, Mr. Thomas?**"

The sixth rule is not to be brushed aside by

the statement, "Well, I'll have to think this over." As one authority puts it, "In such a case, ask him how long it would take him to make up his mind to eat if he were hungry, and then draw the analogy between physical hunger and a business need." This is but typical of a number of evasions, and each will be found to yield to the proper treatment.

The seventh rule is to so conduct yourself both in manner and earnestness of speech, that you will win the prospect's confidence at the outset. No matter how eloquently, or forcefully you make your presentation, if you have not been able to make him feel that you are sincere and truthful—in short if you fail to instill confidence, all your other abilities count for naught.

Cash with Order.—The cash-with-order business is closely related to the close-on-the-first-call system. In the sale of books, magazines, installment goods and insurance it is quite the rule. It is also used in opening new accounts with customers where their credit rating is questionable, or even where the house has not had opportunity to make inquiries of the references given by the customer.

There are some salesmen who shrink from extracting money in advance from customers. They are the ones who never will make a success of it.

The answer to the question as to why should a man pay cash with his order is, why shouldn't he? Lawyers ask for a retainer. Then why should not a business house ask for cash with the first order, as evidence of good faith. Why should the house carry all the risk and assume that a previously unknown customer is going to make prompt payment before any time is given to determine the credit standing?

To ever be able to sell on the cash-with-order basis, it is necessary to realize that you are selling thoroughly reliable, dependable goods, from which the customer will make a profit or find profit or advantage in their use, fully up to or beyond all that he pays for them.

There are times when every salesman must, in fairness to his house, take business on the cash-with-order basis or pass it up. Many a small account opened on this basis, has grown to large proportions, all of which would have been lost to the house if the salesman had faltered in his duty. Think you can do it, and you can.

PRICE AND TERMS

Effect on Confidence.—Nothing is so destructive of confidence as a doubt in the mind of a buyer as to whether he is getting the best price

and the best terms that any of his competitors are getting.

Nothing is so conducive to complete confidence as to stand fast on your prices and terms, even to the extent of losing an order, rather than to make a concession.

Customers and prospective customers have a right to know that they are buying on as favorable terms as anyone else in the country, so far as your goods are concerned, regard being had to the size of the order. It goes without saying that in most lines the size of the order has its effect on price. That is not what is objected to so much, although there are many houses who feel that a fixed price should not be shaded in favor of the large buyer who is thus placed in a position to undersell the smaller. While not attempting to argue that matter, yet it is well for the salesman to understand that when such a proposition is put forth by a prospect, that the actual results are that in many cases the larger houses have such an increased overhead that the difference in price is largely eaten up by the increased cost of doing business, which must be added to the first cost of the goods.

Price Concessions as Buyer's Bluff.—It has been demonstrated, time after time, that the insistence upon a lower price or longer credits or

extra discounts—which are the same as lower prices—comes from those buyers who, by reason of their intimate knowledge of market conditions and competitive prices, attempt to use that knowledge to buy below the market.

When they do, it is a bold attempt to bluff the salesmen into making the concession under threat of losing the order and having it go to a competitor.

One of the common tricks of this class of buyers is to place an order for a number of items that the salesman carries, and which are really low, sometimes lower than they should be, and then include or seek to include in the order some other item and when told the price, say, "Why, I can get those very same goods from two other houses at $1 a gross under your price. If you are not willing to meet competition on that single item, I shall have to cancel the entire order."

Nine times out of ten that is pure bluff. It is trying to take advantage of the salesman even to the extent of permitting him to take the difference out of his commission, for some would not stop at that.

There is only one position for the salesman to take, and that is to say, calmly but firmly, that the prices are as stated, and that he has been selling just as prominent concerns as the one the

buyer represents on those prices and terms, and that he cannot, in justice to them, or to his house or to himself, be a party to betraying the confidence thus reposed in him.

In business one cannot afford to play favorites. The salesman who tries it is headed straight for the discard. He loses standing with the buyer who tried to bluff him, along with all the rest.

Hold to price unless your house gives you certain leeway, and even then it is not wise to admit it, but rather take the order on the understanding that you are not going to do so on your own responsibility, but will let the house pass upon it, leaving them free to accept or reject it as they may decide. This is the safe rule to follow. In such cases, don't sign the order unless it states on the blank that it is subject to acceptance at the home office.

Don't Sell Above Price.—It is just as great a fault to exact an extra price for your goods as it is to sell below, and for the very same reasons. The confidence that can be destroyed by granting some customer a better price can also be destroyed by charging another a higher one. It is a violation of the only safe rule to "play no favorites."

SECTION 73—SALESMANSHIP

THE SALESMAN AND THE HOUSE

Co-Operation.—Very often salesmen seem to feel that they are separate and distinct from the house they represent. Such is not the case. So far as possible, the salesman stands for and in the place of the house. He is the house, the only real, living, flesh-and-blood manifestation of it that most of the trade ever comes to know.

Because the house has its offices, its factory, in one place, it cannot be everywhere at the same time. Therefore it must be in many places at the same time through the persons of its traveling representatives.

These traveling representatives—the visible manifestations of the house must discharge, to the limits of their delegated authority, all of the functions of the house itself. They must not act as a separate and distinct body. They must do what the house would do if it could be transplanted on the ground.

The salesman must get away from the old-fashioned idea that he was employed to sell goods, and not to be an investigator, who goes snooping around all day and spends all night writing voluminous reports of all the things he saw and might have seen if he had looked.

And yet there are thousands of good salesmen —good so far as their sales ability is concerned— who resent the idea that it is any part of their duty to keep the house informed of all matters connected with the trade and the customers and prospects within their territory.

These men hold that they are sent into the territory to sell goods and not to make reports— that if the house gets a satisfactory volume of business, that is quite sufficient.

While such men may be very successful in inducing the trade to stock their goods, they will not be found to possess the staying qualities of the men who co-operate with the house and realize that there is more to the selling game than simply making sales.

The real salesman is a credit man, a collection department, an adjustment bureau, an advertising expert, a window dresser, a copy writer, a barometer of sales conditions, a diagnostician of business ills and anything else that might be required of him. Some of these abilities have to do with his relations to the house and others to his customers, but their recital is for the purpose of showing that the salesman is not a narrow, but a broad-gauged man, and that his duties are as wide as the requirements of the moment.

Securing Accounts.—The primary duty of the

salesman is to make his territory as productive as possible. This means that he must be always on the alert to secure new accounts as well as to hold the old ones.

It is surprising to find the number of salesmen who think that they have well discharged their duty towards their house when they take care of the present customers, claiming that if they hold the fort secure against assaults of competitors, that is all that should be expected of them.

Such a view is wholly wrong. No salesman can hope for success who clings to that view. It is safe to say that the majority of those who do are salaried men into whose life has come no incentive by way of extra income in proportion to the productivity of their territory. They "get theirs" and so long as they do, and the house does not kick, why worry. That is their philosophy.

The salesman who sets out to make a name and a place for himself in the business world takes no such view. He realizes that his position and his income is dependent upon his demonstrated value to his house. He realizes that the house has committed into his care and keeping a certain territory, and that it rests largely with him as to whether the house is going to get what it should out of it in the line of profits.

That kind of a salesman recognizes that he, like

the big executives back at the home office, all get their pay out of the same envelope, and so he sets about it to make his contribution to that fund as big as possible.

He takes care of all old customers. He does what he can to help them increase their trade. But at the same time he is always on the alert to find new ones, and he goes after them without let-up. He makes it a point to read the local papers in preference to those from the big cities, in order to gain every bit of information that he can to aid him in his work, or to furnish him ammunition in his sales talks.

Credit Information.—This salesman knows that profits do not come from sales unless the customers pay their bills. He knows that he is in a position to find out more about customers and prospects right on the ground than the credit manager, who has to rely, in the first instance, on commercial agency ratings that are, on an average, weeks or months old, and then not always dependable.

This real salesman—the kind sales managers are on the watch for—knows that a great deal depends upon how customers conduct their business. He knows that a new concern, with plenty of "pep" will, in all probabilities, soon outstrip an old one that is plodding along with old-fash-

ioned methods. He knows that he should talk over business conditions with his trade, and that when things are going wrong, his trade will complain or ask his advice and assistance. By keeping his ears open he can learn a whole lot about the financial condition of his customers; whether they are being pressed by creditors; whether they are taking advantage of their cash discounts.

All these things he knows are of importance to the house, and he makes brief, concise reports of them in his letters. It is his duty to do this.

Competing New Lines.—The right kind of a salesman knows that he is in a better position than the house to learn about any new lines of goods competitors are placing on the market, and how they are put up, what publicity and sales compaigns are back of them, and what the attitude of the trade is towards them. All these are facts that he should instantly report to his house. If he does not do this, then the house is at a disadvantage and all the salesmen with it.

Suggestions from Customers.—Every manufacturer should welcome suggestions from the trade as to ways and methods to make the goods more readily salable. Some make it a part of their sales policy to invite the trade to visit the factory, at their expense, and while there to make any suggestions that come to their mind as to how

business might be improved. The salesman is in a position to gain this information right on the ground.

If he will invite such suggestions and intimate that the house will be glad to receive them, he can get a world of valuable tips, all of which should be promptly reported. It has already been stated that there is no better way to hold trade and make it feel that the house is vitally concerned in its prosperity than to seek both criticism and helpful suggestions. It promotes the feeling that both are working together for their mutual advantage.

These suggestions may cover the entire range of goods, packing, display, sales helps, advertising, as well as any other features that appear to be helpful to the trade in speeding sales.

Complaints.—It is not to be expected that business can be transacted without complaints being made, whether justified or not. The first duty of the salesman is to investigate the grounds for the complaint and to determine in his own mind whether it is fairly made, and just where the fault lies.

The next duty is to report it to the house, with his own suggestion as to how it should be handled, not taking the attitude that he is telling the house how to act—that would be presumptuous —but suggesting, because he is on the ground

and is in a better position to determine what course of action would be most apt to satisfy the customer.

The salesman should have his powers and authority in this regard well understood before he goes into the territory. If this is done, and he will abide by them, he will be able to keep out of difficulty through promising the customer things that the house will not stand for. The safe attitude is for the salesman to appear sympathetic and to state that he will instantly advise the house and will add his own recommendations at the same time. He should make it clear that the house knows and appreciates that it must render good service in every particular in order to hold trade, and that the customer can count on self-interest at the home office to do the right thing. This usually satisfies the customer and saves the salesman from personal censure if the outcome is not all that the customer feels he has a right to expect.

SECTION 74—SALESMANSHIP

THE SALESMAN AND THE CUSTOMER

The Relationship.—The ideal relationship between the salesman and his customer is that of confidential friend and business adviser and counsellor. Towards that ideal every salesman should strive. It means the realization of the salesman's ambitions in the way of holding trade and of being of a real service to those with whom he comes in constant contact.

The true salesman knows that he can prosper only as his trade prospers. He knows that in the proportion that he can contribute to that prosperity, will he be rewarded by an ever-increasing volume of business. Even sordid, selfish motives should lead him to "be a friend of man," if he cannot be moved by any higher considerations.

It is a salesman's duty to cover his territory time after time. He will be meeting the same men, month in and month out. How much comfort, how much personal satisfaction it will give, if he can be assured of a smile and an outstretched hand as soon as he opens the office door, rather than a scowl, a rebuff or a kick. It is up to the salesman to determine by his own course of action just what that reception will be.

Knowledge of Customer's Business.—The first

step should be for the salesman to acquire as soon as possible, a thorough knowledge of the customer's business, its volume and character, the classes of trade he serves, the kind of goods they want and every other fact he can acquire.

He must gain this knowledge without appearing to be unduly inquisitive, and let it be understood that his sole motive is to be put in a position where he may be of the greatest service.

Tact must be used in this, because many customers are very touchy and sensitive, and resent any prying into their business affairs by an outsider. Some will plainly state that they were in that business before the salesman was born, and they guess they know how to run it.

A great deal of this knowledge can be gained by the salesman without asking a question. Observation will tell him a lot. The general appearance of the place; the class of goods displayed; the character of the customers coming in; all these speak volumes to the trained salesman.

Selecting Proper Goods.—With this knowledge of the customer's class of trade, the next duty of the salesman is to offer goods that have a place in those lines. The salesman should know whether to offer high-priced, medium-priced or low-priced goods. When in doubt, as has already been suggested in considering the use of samples,

the salesman should show his medium-priced lines first. As has been pointed out, this gives him the latitude, up or down, as the customer's preferences may lead him.

Put away the temptation to sell high-priced goods to a customer catering to a medium-priced trade. To make such a sale is to probably have the goods stay on the shelves and to make an enemy of one who should have been a friend.

Keep in mind that goods that are in favor—goods that make friends for the salesmen—are the quick-sellers, the goods which yield a quick turn-over.

It is important for the salesman to realize just what a quick turn-over means to a business house. Assume that the goods are sold on even as low as a 5 per cent net margin of profit. Assume that the stock is sold out in 60 days. That means that the proceeds of that first sale are reinvested in more goods, and they are sold out in another 60 days. At the end of the year the customer has realized a 30 per cent net return on his original investment, if he has only reinvested the same amount, not adding the net profit. On a 10 per cent net margin of profit, he would have realized 60 per cent for the year. It only needs to carry the net margin of profit higher, as is the case in many lines, to see how fast quick turn-overs multiply

and roll up snug profits at the end of the year. The good salesman will bring out this fact.

Any real student of business can see at a glance that it is suicide for a salesman to palm off on a customer, even if there is a chance, goods that he knows will not move with sufficient rapidity to yield a satisfactory return.

But this must not be taken to mean that the salesman should stick to the strict lines the customer carries. New goods are always coming into the market, and the trade always has a leaning towards them, once it can be convinced that the public will take to them. That is where the customer and the salesman stake their judgment against the public's tastes.

Business houses like to be known as progressive, to be recognized as the source for new things. But the salesman should use his best judgment in offering the lines, being careful to fit them to the needs and pocketbooks of the trade.

Avoid Over-Selling.—Over-selling is as bad a vice as selling the wrong goods. Both slow up the turn-over. Both lose friends and subsequent trade.

A very successful salesman in the shoe trade says that sometimes the most difficult thing he has to do is to keep his customers from over-

buying. They will come to his hotel and see his lines on display, and the graceful, stylish, beautiful goods will so enthuse the customer that as he goes from one to the other, he says, "I'll take so many of these, and so many of the others," until when he has made the rounds, the salesman will sit down and figure up the amount of the order and then ask if the customer has any idea of how heavily he has bought. The reply will be that he supposes he has selected about his regular stock and to about a certain figure. Then the salesman will tell him that he has exceeded that amount by so many hundred dollars, and he will sit down with the customer and try to prune the list to bring it down to what the salesman knows should be his proper quota.

Such a course must be handled with extreme caution, for it is so easy to convey the impression that the motive on the salesman's part is that he has some doubt as to the customer's ability to meet his obligations. Yet it is the salesman's duty to cut down a list where he feels that the stock is heavier than the customer's outlet.

Once the customer can be made to realize that the salesman is more concerned in the customer's quick turn-overs than in the size of the order; that he is not chiefly interested in getting as large an order as possible, with no reference to what

may become of the customer, then at that moment the salesman has made a friend who will stick to him through thick and thin. Have the courage to sell according to your own conviction as to what is best for the customer. There is no better rule.

Making Displays.—The thoughtful, earnest salesman knows that he will never get a repeat order until the first lot has been sold or so nearly so that there looms up a real need for more goods. That is why it is an important part of the salesman's business to do everything possible to help the customer get rid of his stocks.

This has special reference to retailers, and the salesman should be broad-minded enough to be equally willing to assist the retailer in unloading goods from other houses, as he would those he has sold him. That is casting bread upon the waters, and it surely will return, and without waiting many days.

One salesman selling the retail trade, carries a vest-pocket camera with him and he takes pictures of all displays of his goods as well as others that are unusually attractive. He has a number of prints made of each, and when he finds a retailer in trouble, he is able to flash a whole line of photographs of actual displays, and leaves with the dealer those that appeal to him and are the

most suitable to his store and its equipment. That is a most valuable suggestion and there should be more salesmen do the same.

Advertising Copy.—The well-rounded salesman should be something of an advertising man as well. Frequently the same retailer who needs suggestions for display, is also in need of assistance in preparing his advertising copy.

The assistance may extend to the preparation of copy for circulars, or letters on a mail campaign.

It is advisable for the salesman to be as well versed as possible along these lines and he should be willing to devote any necessary time to aid his customers.

Such work need not be done during business hours and at the expense of making other calls. The dealer who is in need of such assistance will be willing to meet the salesman after usual business hours, and it has the advantage of placing the dealer under more of an obligation than though business hours were consumed in the work.

To place a customer under obligations to you is one of the surest ways of holding his trade and his friendship.

Advice as to Trade Conditions.—Jobbers and retailers alike are all anxious for reports as to trade conditions, and look upon the salesman as

the one man who should be the best posted, as he is in a peculiar position to gain a birdseye view of the situation.

They are vitally interested in the possibilities of price movements and supply. They want to know their chances of getting more goods on reorder, as determining the size of their present purchases.

In proportion as the salesman is well informed on these matters—and he should be—will a dependence be placed in him, and as he renders them service in this regard, they will reciprocate with business.

From his knowledge of trade conditions, the salesman is in a position to advise as to what to order and what to wait for. The salesman who says that market conditions are such that he would not advise buying more than just enough for present needs, but requests a list of what the customer really wants and says that when things are in better shape he will be glad to advise him, so he can take advantage of a drop in prices, is going to hold the trade against another salesman who urges that now is the time to buy. This latter gives the impression that he has goods to sell and wants to unload before any further decline, and without regard as to whether the trade suffers a loss or not.

It cannot be too often repeated that what makes for the welfare of the customer makes for the welfare of the salesman and his house. For the factory to unload on the jobber or the retailer is not a policy calculated to make friends and hold trade.

New Goods.—The trade has come to look upon the salesman as the evangel of new goods. If they are coming on the market, he knows about it, and he can do a lot of missionary work in spreading the word along. This gives the trade a chance to dispose of old stocks so they will be in a position to take on the new.

The salesman can strengthen his position with the trade by advising of lines to be discontinued and "close-outs" that can be had at attractive prices. There is always a market for such goods, and the salesman who gives his trade the opportunity to "get in on it" is the favored one.

The Customer's Advocate.—The salesman should make himself felt to be the friend and advocate of the customer at the home office in times of trouble. If business goes bad and debts are pressing and extended accommodations are needed, the customer turns to the salesman as a friend in need.

Then the salesman can be of great assistance and because of his intimate knowledge of the

customer's real condition and situation, is in a position to assist the house also in saving the day and the account with it.

Maintenance of Quality in Goods.—Nothing can damage a salesman's standing with his trade quicker or more seriously than a breakdown in the quality of the goods he is selling.

When the salesman takes orders from his trade based on samples shown, both he and his trade have a right to expect that the goods delivered will be the equal of the samples in all respects.

Nothing short of that is even honest.

It must be expected that once in a while some goods will slip through that may not be wholly up to standard, but to have the occasional lapse become a habit, is to break down all the constructive work the salesman has done.

Therefore as to quality of merchandise, the salesman, from the point of self-preservation, must be the untiring champion of his trade and his house at all times.

The salesman who acquires that reputation has made long strides towards success in holding his trade, and is the man from whom they can and will buy in the greatest confidence that if anything does go wrong, they can count on the salesman to see to it that it is made right and their interest fully protected.

IN CONCLUSION

These studies in the art of salesmanship should demonstrate that much more is involved than simply taking orders. There is demanded of the salesman that he have a breadth of knowledge, an understanding of human nature, a zeal and perseverance, a wealth of forebearance and a spirit of genuine helpfulness, possessed by few men in any other lines of work. He is the servant of trade who knows no hours when he can be of use.

The salesman who take life seriously, who realizes his responsibilities and tries to attain his possibilities, occupies a place in the world of business that many another man might well covet.

Salesmanship is dignified. All honor to those who strive to uphold its best traditions.

SECTION 75—ADVERTISING

IMPORTANCE

Importance.—Advertising is the most important single factor in modern business. It is one of the greatest elements of education today, open to every person regardless of age or position. If life is a school, then the advertising pages of the magazines are its text-books, heralding, as they do, every new invention and improvement of mankind.

Advertising creates tastes, desires and preferences. It lifts unknown products out of obscurity into widespread use. It keeps factories busy. It furnishes freight to the railroads and steamship lines. It maintains a steady stream of goods moving through jobbers and retailers to the public. It lowers prices while multiplying profits through increased volume of business. It makes the luxuries of yesterday the necessities of today, while it will just as surely make the things of today give place to those of tomorrow.

It is estimated that at least $2,000,000,000 is spent annually in advertising. When it is realized that this gigantic sum is handled and disbursed by relatively a few men, it will be seen all the more clearly how vitally important it is that those into whose hands it is committed and who

have the spending of it, shall be most thoroughly trained in all of its principles, laws, customs and usages.

Not Yet an Exact Science.—Advertising, as we know it today, is relatively a new thing. Obviously it had its inception contemporaneously with the discovery of the art of printing, but came into general use only within the last two hundred years.

Because it deals with the subtle motives that mould, sway and move human action; because it is educational in a very high degree, and education is at best a slow process, it has not yet been reduced to an exact science. Science operates by laws that have been worked out and that do not vary. There are laws underlying advertising and mankind has been studiously at work trying to discern them and apply them. Many have been found that stand the test that science requires, and those will all be given in the succeeding pages. Coupled with those will be found the principles and usages of advertising as employed and used by those who are the masters in this most alluring field.

Definition.—Advertising is the name given to the methods of presentation of the merits of specific merchandise or services, other than by the spoken word, for the purpose of influencing

purchases thereof. Henry S. Bunting, in his work, "The Elementary Laws of Advertising," defines advertising as "publicity issued for the purpose of selling goods or services." E. H. Kastor, in his book on advertising defines it by saying "Advertising is a mode of education by which the knowledge of consumable goods is increased and an effective demand created."

Some authorities contend that there is no exact definition for advertising, likening it to electricity, which is known and studied by its operations and effects, while it, itself, remains baffling, obscure. This is due, largely, to its wide range and the various forms it takes to work its purpose on humanity.

Classifications.—Because advertising is so general a term, we find that as it is used today, it is divided into three principal divisions or classifications, according to the mediums or instrumentalities used to convey the message. These are **space** advertising, **specialty** advertising and **premium** advertising. All forms must come within one of these classifications, while an advertising campaign may, and often does, employ all three.

Space Advertising.—Where the mesage is cerried in publications of any kind, or on signs or billboards, it is called **space advertising.** Some authorities include circulars, letters, catalogs,

house organs, or other similar mediums among space advertising, but it is not a strict classification, as the term has come to include only space belonging to another and sold to the advertiser, priced according to its size, the number of readers (circulation) and the duration of its use. Circulars, letters, catalogs, house organs and the like are usually wholly prepared by the advertiser, who fixes the size and quantity to suit his own requirements, as well as the circulation or distribution, without the intervention or control of any third party.

Specialty Advertising.—Where the advertiser imprints his message—even his name or that of his product or brand—on some article, such as a calendar, a letter opener, a pocketknife, or some other article of more or less value, which is given away to gain the good will of the recipient, it is called **specialty advertising,** and the thing thus given away is called an **advertising specialty.** The gift article may be, and usually is, a piece of standard merchandise, handled by the trade the same as any other articles, and in such case it is only when it has imprinted upon it some advertising message that it takes on the character of an advertising specialty. On the other hand, there are many articles, such as bottle openers, key rings, ash trays, watch fobs, pencil clips, and the

like, that are manufactured principally for advertising use, on special order, where the advertising message is worked into and made an integral part of the design itself. Such are advertising specialties, pure and simple.

Premium Advertising.—The third class or division is where the advertiser offers some article of value, such as a watch, a camera, cooking utensils, or some other thing of beauty or utility, as both the inducement to, as well as the reward for, the purchase of certain merchandise to fixed amounts of value. This is called **premium advertising,** and the thing thus given away is called a **premium.**

There is a clearly defined distinction between specialty advertising and premium advertising that must be borne in mind. The advertising specialty bears an advertising message, while the premium bears none. Take a watch fob, for example. If, for sake of illustration, it bears on the fob the words, "Heinz, 57 Varieties," and is given away to dealers, clerks, or as souvenirs on some special occasion, there being no condition precedent to its receipt, it is an advertising specialty, pure and simple. But if it is a regular piece of merchandise, bearing no advertising, and is given to any person purchasing, we will say, three dozen of any of the Heinz products and producing the labels as evidence of such purchases, it is a

premium, and its offer and subsequent bestowal constitutes premium advertising. The gift of the advertising specialty is sometimes called "good will advertising," it being intended to create good will on the part of the recipient toward the giver's products that will result in their ultimate purchase. Premium advertising partakes largely of the same "good will" element, and is held in high esteem by a large number of nationally prominent concerns, but only as one of the forms of advertising they employ.

Uses of Advertising.—Primarily advertising is used to create sales in an ever-increasing volume. But back of this there are, in almost every instance, individual problems to be solved through its application. There are hardly two advertisers with the same business problems, and yet they all employ it in some of its forms, because it lends itself so readily to fit the requirements of its users. It is because it is so elastic, so pliable, because it can be set to so many different tasks, that it is essential that its principles be thoroughly mastered. We will take up the principal classes of business men who use it and study why and how they use it as they do.

Retail Merchants.—The simplest form of advertising is that of the retail merchant trying to influence the trade living within the "buying

radius" of his store. There he is advertising to the consumer direct, with no intermediate steps between him and his prospective customers. His advertising is always current—it features the special attractions he has to offer for the day or the week, or sometimes for the month, as in the case of "January White Sales," "August Furniture Sales" and the like.

The retail merchant is practically limited to local newspapers for his space advertising, and even there their use is determined by the proportion of their circulation within the "buying radius" of his store. Many times he is really limited to hand bills either distributed from house to house or inserted in daily papers.

"Buying Radius."—Right here it is important to consider what is meant by the term "buying radius," for it will be frequently used in these studies. It means the distance in all directions from a store, from a jobber's headquarters, from a factory, city or town, within which people may reasonably be expected to come to make their purchases.

In the case of a village, the "buying radius" will not only include the village itself, but also, the surrounding country up to a distance that permits of transit within thirty minutes by auto. In most sections of the country a wider radius

would over-lap that of some other village, town or city, with their counter attractions in the line of merchandise for sale.

In the larger towns and cities the "buying radius" is reduced in proportion to the population to blocks, especially as concerns the purchase of meats, groceries, drugs, notions and the more inexpensive dry goods, hardware, confectionery, cigars and the like. Hence we find springing up in various sections "neighborhood stores" as they are called, handling largely the above lines of goods, and thereby are created local shopping centers. This is particularly true in the larger cities, and these shopping centers range from a dozen blocks apart to continuous lines of stores on the principal business streets.

When it is understood that **advertising is truly effective only within the "buying radius" of where the advertised goods are sold,** it can be seen how vitally important it is to first have a clear idea of what a "buying radius" is, and second, to determine its limits in relation to one's own business and the place where the advertised goods are to be sold, in order to avoid unnecessary waste in the expenditure of money for the publicity on the one hand, and to secure the maximum returns on the other.

The understanding of this explains why, in the

larger cities, there is almost a total absence of advertisements of "neighborhood stores" in the newspapers, namely, because the great bulk of the readers live so far away from the stores—that is, outside of their "buying radius"—that they would neither be interested in, nor attracted by, their offerings, preferring to do their buying nearer home.

Jobbers and Wholesalers.—Taken as a class, the advertising done by jobbers and wholesalers is almost negligible, whatever is done being largely confined to trade papers circulating among the classes of retailers who handle their lines of merchandise.

The reason for this is two-fold: one is the fact that the jobbers and wholesalers naturally look to the manufacturers to do the advertising of their own products, both to the trade and to the public, and the other is that the sole market they have is the retailer.

Occasionally where a jobber is the sole distributor for a certain line of merchandise, he will advertise in the daily papers, as a means of stimulating demand on the part of the public for the goods and thus assist the retailers in unloading their stocks. This is most frequently done in times of a falling market, which means restricted buying on the part of the public.

Another reason why the jobbers and wholesalers are not extensive advertisers lies in the fact that their territories are generally limited in extent, owing to competition from other jobbing centers and that every possible customer is known, listed and called upon by their salesmen, carrying their sample lines and thus "working" the territory most carefully. In this manner they reach every one, which is more than any publication could do, as none can boast of a hundred per cent circulation in its own particular field.

While the jobbers and wholesalers do not use space advertising, as we have defined it, yet they do make liberal use of their own direct-by-mail advertising, in the way of circulars, letters, price lists, house organs and the like, sending them to every prospect and customer within their territory. Thus they are sure of the hundred per cent circulation and have what they consider to be the further advantage that their message is not subjected to the competition from offerings by other jobbers or wholesalers, as would be the case with any trade journal or other space medium.

Manufacturers.—By far the greatest volume of advertising is done by the manufacturers of the country, not even excluding what to some seems the extravagant use of space in the daily

newspapers by the great department stores in the large cities.

The extent and character of the advertising campaign by any manufacturer is determined by the kind or class of goods manufactured, according to whether they are staples or are new, and by the method of distribution adopted. The method may be any one of the following, **but only one, for where a manufacturer adopts any particular plan of distribution, he automatically shuts the doors of the other avenues in his face, if he expects to keep in good standing with the trade.**

The reason for the above rule or law of merchandising is nothing other than square dealing and fair play.

If a manufacturer sells direct to the consumer, he cannot hope to sell to the retailer as well, for in selling the consumer he takes away the sole outlet of the retailer for his goods. And, conversely, if the manufacturer sells to the retailer, he cannot go behind the retailer's back and sell to the consumer, for if he does, the retailer will properly refuse to handle his goods, as his market is being invaded and taken away.

For the same reason, if a manufacturer sells to and through the jobbing trade, he cannot go to the retailer, for he is taking away from the jobber his only outlet for the goods.

The principle involved may be stated thus: **If a manufacturer sells his goods to and through any avenue of distribution, there is an implied promise on his part that he will not invade the field which his customer relies upon for his re-sale.**

Of course special circumstances and conditions may alter the rigidity of the rule, as well as agreements or understandings between manufacturers and their trade. With "manufacturers' agents" or "distributors" where the factory output is not contracted for, not infrequently the manufacturer reserves the right to sell the jobbing trade, but always at the same prices quoted by the other selling agencies. The same arrangement is sometimes made between manufacturers and jobbers, but in most instances the rule stands, and should only be over-stepped by prior agreement or understanding.

The methods of distribution that affect the character of the advertising campaign by the manufacturer are:

(1) Whether the sales are made direct to the consumer; or

(2) Whether they are made direct to the retailer or through him to the consumer; or

(3) Whether they are made to the jobber, and by him to the retailer, on to the ultimate consumer.

Some manufacturers forge still another link in the chain of distribution, selling to or through "manufacturers' agents" or "distributors" as they are sometimes called, who, in turn, sell to the jobber, they not infrequently contracting to sell the entire factory output. This does not alter or affect the advertising campaign of the manufacturer, for the reason that the sales force of the "manufacturers' agents" or the "distributors" has simply been substituted for his own.

Where the manufacturer sells direct to the consumer, the advertising is either intended to make direct sales or to act as a missionary, to introduce the product and strengthen the personal appeal of the salesmen, besides following up their work, where they have not been able to make sales at the time of their calls. This kind of advertising is not to be confused with that of the "mail order houses" but relates rather to heavy, bulky and more expensive articles, purchased infrequently because of intended long usage, of which furnaces and heating plants are a typical example. In this kind of a campaign, newspapers, weeklies and monthlies are used, all depending on whether the campaign is to be general or confined to certain localities and there made intensive, in which case prominent space is usually taken in the local newspapers, which are always relied upon as the

medium for immediate results. Direct sales may also be greatly stimulated by circularizing prospective customers.

Where the manufacturer sells to retailers or to jobbers and through them to the retailers, the advertising is intended (a) to get the goods prominently before the consumer; (b) in this way to create a demand for them upon the retailer; thus in turn (c) to bring about inquiries and purchases from the jobbers; (d) to diminish the cost of distribution by increasing the amount of individual purchases by the consumers, resulting in heavier purchases by retailers and jobbers; (e) to do missionary work in making ready for a general sales campaign, so that the factory salesmen will not have to overcome the handicap of entirely new and unknown products; (f) to kindle enthusiasm in the retailer to the end that he will put new energy into his sales effort, by placing him in more direct touch with the publicity and sales work that the manufacturer is doing.

Mail Order Houses.—The advertising problems of the "mail order houses" differ from those of retailers or manufacturers, in that for hundreds and thousands of articles, there is no intermediary between them and the ultimate consumer, not even a salesman. Upon their publicity, therefore, rests the success or failure of their business. Mani-

festly their salesmen are their catalogs, and their first problem is to get these catalogs into the hands of as many people as possible, but of the class that are known to patronize such houses.

Their advertising is run almost entirely in the weekly and monthly publications circulating in the territory sought to be covered and read by the class of people they want to reach. This class of publications, chiefly farm papers, women's papers and organs of fraternal organizations, have, by this very patronage, come to be known as "mail order publications."

Certain "leaders" are featured in their copy, always seasonable, useful to a high degree and attractively priced, with the double purpose in view of not only making sales of those particular items, but to draw requests for catalogs from those same persons. Mail order catalogs are expensive to make up, not alone mail, and it is of vital importance that they should fall into the hands of actual buyers and not those who have never seen a mail order catalog and send for one out of mere curiosity.

Following the sending of the catalog, series of form letters are used, all for the purpose of centering interest in some specific article or articles in the catalog and developing that interest to the point of actual purchase, and combining

with that purchase other articles of more recurrent need, so that there may come to be developed a dependence and reliance upon the "mail order house" for the continued requirements of the purchaser and his family. The "leader" thereby becomes but the opening wedge to an unending string of purchases.

Direct Sales.—The problems of the retailer and the "mail order house" are very similar in this; both must bring the customer to the place of sale —the one, in person, and the other by mail. The newspaper, for the retailer, is essentially his chief reliance in the way of space advertising, and its readers are instantly advised where the things advertised may be had. The "mail order publications" serve the "mail order house" in the same way. Their readers are accustomed to seek such advertisements and the exact place of sale is stated.

Indirect Sales.—Now we come to the great class of general publicity conducted by so many manufacturers, who, of necessity, owing to the wide distribution of their goods, cannot name the places of sale, and must content themselves with appeals to the "buying impulse" by description and illustration. The inference is that their goods may generally be found wherever similar classes of merchandise are carried. Of such

may be mentioned Ivory Soap, Gold Dust, Campbell's Soups, Heinz's 57 Varieties, Gold Medal Flour, Quaker Oats, Rogers' Silverware, Robert Burns Cigars and a host of others. This class of advertising is fully as productive as where the place of sale is stated, for the public has become so familiar with these and kindred goods, that when, for sake of illustration, a housewife is in need of oatmeal, the name of Quaker Oats comes instantly and automatically to mind, and she knows that it can be had at the first grocery store she comes to. It would add nothing to the advertisement in the way of producing actual sales, to give the names of the retailers carrying it in her own neighborhood. She knows it already—they all carry it.

While the daily newspaper is essentially the medium of direct sales—retailer advertising—it is being used more and more by the national advertisers in the same indirect way that they use the magazines, and they are finding the same local stimulus to their sales.

Truth in Advertising.—Men are naturally supposed to be more careful in the selection of their written words than in those that are spoken. When their statements and their claims are reduced to writing or appear in print, there is no opportunity to deny having made a given state-

ment or side-step its meaning. Hence the written or printed word is given more credence than the one that is oral.

The same should be true of advertising—printed salesmanship. While the salesman is the representative of his house—its spokesman—there is that human weakness that is, all too often, a prey to exaggeration, the going beyond the confines of actual facts in attempting to make a sale. It is true that the salesman as the agent of his house has his limitations that he must not overstep. But does he? That is the question the prospect asks.

But that question should never be raised as to the claims in any advertisement—and yet it has been and still is, owing to the fact that the desire to make sales—no matter how—lead men to make claims for their products in their advertising that were in no wise supported by facts.

This, for a while, became so glaring a vice, that the federal government took the matter up and today false and misleading statements appearing in the public prints as advertising copy, and carried by the mails, are severely punished on the ground of using the mails to defraud.

Not only has the federal government taken up this matter, but many states have enacted similar statutes, so that it ill-betides any advertiser

to make claims or statements he is not in a position to back up, when complaint is made by any one claiming to have been damaged by an assertion contained in any advertisement alleged to be false.

Supporting the authorities, federal, state and city, is that great body of advertising men who constitute the membership of the Advertising Clubs who are banded together to weed out the untruthful advertiser.

There is too much involved in advertising to permit its powers to be jeopardized by the slightest doubt as to the truthfulness of the statements thus publicly made concerning the advertised products, for falsity works to the detriment of all. False claims, while short-lived, leave long, suspicious memories. On the other hand truth is constant and eternal, yet sensitive to suspicion.

The advertiser who establishes a reputation for stating nothing but absolute facts, has gone a long way to make his advertising pay large dividends. Of many a retail merchant it is said: "You can always depend on what Farnsworth says in his advertisements. When he advertises a bargain, you can make up your mind that it is one—and get down early." There is nothing more valuable than just that kind of a reputation, and the pathetic thing about it all is that every

advertiser has the opportunity to create just that kind of a reputation among the buying public toward his advertising, and yet so many throw away the opportunity by the use of unwarranted, unjustified statements and claims in their copy, so that there always lingers in the public mind a doubt as to whether things are really just as represented.

The cardinal principle to be learned by the student of advertising is to be absolutely truthful —never to indulge in claims or statements not fully supported by the facts, for he is supposed to know the facts before preparing the copy. Ignorance of the truth is no defense.

SECTION 76—ADVERTISING

THE LAWS OF ADVERTISING

Importance of Understanding.—While, as has been stated, advertising has not yet been reduced to an exact science, yet its students have reduced many of its operations and effects to laws that for all practical purposes satisfy the requirements of its users. It would be as unwise or dangerous for an advertiser to engage in an advertising campaign, calling for the expenditure of a considerable sum of money, without a clear and reasonable knowledge of the probable results in volume of sales, which means the effect the copy will have on the buying public, as for a doctor to administer medicine to a patient without a thorough knowledge of the operation and effect of the drug he uses.

All Buying Is Individual.—The first principle or law of advertising is that all buying is individual and not in mass. While through advertising the masses are reached at each insertion, yet the actual buying is done by the individual. If a publication has a million circulation, and out of that million there are ten thousand purchasers developed through the advertising, there have been ten thousand separate, individual acts of

buying, each as independent of the others as though there were but one.

The talk about the "buying public" is merely a figure of speech. There is no such thing. What is meant is the aggregate of possible buyers that can be developed through successful advertising. But no purchase is made until an individual acts in response to the appeal made to him by the advertising copy. To illustrate: the action of a crowd is but the sum of the actions of the individuals that compose it, all moved by the same impulse. Take the verbal appeal of a speaker to a crowd. He talks to them as individuals. He shakes his fingers and thunders his appeal to the individuals that compose the audience. He is trying to arouse individual action, duplicated so many times, that it becomes the action of all. He must move individuals before the crowd will go with him or do his bidding. This brings us to the second principle or law of advertising.

Advertising an Individual Appeal.—The second principle or law of advertising is that **the copy must make its appeal to individuals, and not to the masses.** As we have seen that all buying is an individual act, so must the advertising copy make its appeal to the individual.

Therefore, the advertising that is destined to

produce the greatest volume of sales must be directed to the individuals who buy the kind of goods it features. That kind of publicity takes the shortest, most direct route to the heart and mind of the individual who makes the decision to buy, and is correspondingly high in the directness of its appeal, and is, consequently higher in its selling power than other publicity which ignores or slights this most important phase. In other words, the selling power of advertishing is as high or low as is the directness of its appeal to the individual who buys is high or low.

To realize the importance of this, consider your own case when you and a number of others have purchased berths on a sleeping car, and when you go aboard, you find that all those berths, including your own, are occupied by passengers down the line, and you cannot even get an upper. You do not rave about an outrage on the traveling public. You don't even think of the public. What concerns you very directly just then is the outrage perpetrated upon yourself. Your interests are the things uppermost in your mind just then. So with advertising. The person who sees your advertising is not concerned about "the public," but is very directly concerned about himself, and if your advertising message is not directly addressed to him, he has not the slightest

interest in it whatever. But, on the contrary, if it arouses a sense of individual, personal need or advantage to be derived from the use of the thing advertised, then he is all attention to what you have to say. He is interested, and if the appeal is sufficiently convincing he will buy—for himself. He leaves all other possible buyers out of the consideration.

Specific Circulation.—The third principle or law of advertising is that **the selling power of all space advertising is determined by the specific character of the circulation of the medium used.** By specific character of circulation is meant the number or proportion of the readers who are interested in or want your goods and have the money to buy them.

All publications are classified as those of either general or specific circulation. By general circulation is meant that the readers represent all classes of people, rich, middle class and poor, without regard to their calling or occupation. By specific circulation is meant that the readers are almost entirely those who are interested in some particular calling, vocation or study.

Under the heading of general circulation may be grouped the bulk of the daily newspapers, although in the larger cities there are some that are read by the wealthier classes more largely than

by any others; the national weeklies, such as the Saturday Evening Post and Collier's, the monthly magazines such as American, Cosmopolitan, Hearst's, Harper's, Century and the like.

Under the heading of specific circulation may grouped all trade journals, scientific and professional publications, farm papers, women's publications, boys' magazines and others reaching and read chiefly by those who are engaged in or making a study of certain lines of work or research.

Even as concerns the daily newspapers, especially in the larger cities, there may be some that are more specific in their circulation than the others. In New York City the Evening Post which is famous for its exhaustive financial and stock market reports, draws its readers from the more wealthy classes. The same is true in other cities, where some one newspaper is read more widely by the wealthier classes than by any others.

Because of this difference in the character of circulation, the wise and prudent advertiser must select his medium with special reference as to whether the bulk of its readers are of the class he is most anxious to reach with his sales message. One cannot imagine a sane business man advertising patent medicines in the Christian

Science Monitor, or dredging machinery in the Woman's World.

Waste Circulation.—The fourth principle or law of advertising is that **the selling power of space advertising diminishes in the ratio that the waste circulation bears to the total number of readers.** By "waste circulation" is meant the number of readers of a publication who are not or cannot be made interested in the purchase of the advertised article.

To illustrate what is meant, let us say that in a certain community or territory there are only 2,000 persons who are in a position to buy an automobile, or who will ever be able to do so. Let us also assume that there are two publications circulating in that territory, one of which has 2,000 circulation, and which includes all of those able or who may be able to buy a car. The other publication has a circulation of 500,000, but is read by only 200 car owners or possible owners. In the case of the first publication, the circulation is 100 per cent specific, because all of the 2,000 readers are live prospects for an automobile, and there is no waste circulation. That situation is ideal from the standpoint of the automobile manufacturer or dealer within that territory. But in the case of the other publication, with its circulation of 250 times as large, the same is only 1-25

of 1 per cent specific, while the selling power of the same advertisement would only be 10 per cent as great as in the case of the paper with the smaller but more specific circulation. Therefore the waste circulation of the second publication is 499,800, or nearly 100 per cent, and in this connection it must be remembered that the price of space is always based upon total circulation and not on the proportion that is specific to the requirements of the particular advertiser.

While the foregoing is admittedly an exaggerated case, yet it strikingly illustrates the necessity of very accurate knowledge as to the character of the circulation of any medium before it is even seriously considered being used.

Waste circulation is to a very large degree waste money, just so much of the advertising appropriation virtually thrown away. Furthermore all waste circulation adds just that much heavier a burden on the total volume of sales resulting from the advertising campaign and to that extent increases the cost of doing business.

To the advertising manager who has a certain article to sell to a particular class of buyers, the very fact that a publication urges its enormous circulation as a reason for selecting it as a medium to be used, should be ground for instant alarm and extreme caution, because it will probably be the

case, when the character of the circulation is investigated, that too great a proportion of it is waste circulation so far as that advertiser is concerned. In fact, an examination of all circulations will disclose that in most cases, the publications with smaller circulation have a higher percentage of specific circulation, especially in the trade journal field.

To restate the law we have just been considering in another way, we see that **the cost of sales made through advertising increases in proportion to the waste circulation of the medium used.**

The watchword, therefore, to the student of advertising is to avoid as far as possible the use of publications having excessive waste circulation so far as concerns the products to be advertised.

Attention and Persuasion.—The fifth principle or law of advertising is that **the selling power of advertising is in proportion to its attention value and the force of its persuasion.** Granted that the proper mediums have been selected with reference to the kind of a product to be advertised and the class or character of their readers, so as to reduce to a minimum all waste circulation, the success of the advertising will be dependent upon two elements: (1) its attention value, which means the power that lies within the advertisement itself to compel its reading and the consider-

ation of its message; and (2) the force of the urge or persuasion to buy the thing advertised.

There can be no sales resulting from any advertising unles both of these elements are present, and of a dominating character as compared to other publicity, especially that of any competing goods. In other words, both of these elements must be the essential—in fact, are the sole component parts of all advertising.

By this standard or guide must all advertising copy be judged—first, attention, and then persuasion to buy, and buy now.

We will now consider these two elements separately.

At the outset it becomes apparent that it is not enough merely to attract attention or to hold the interest of the reader, but that **the attention must be related to the advertised product or it falls flat.** This is so important that it might well be considered as a supplementary or auxiliary principle or law to the one we are now studying.

This is well illustrated by the story Bunting tells in his "Elementary Laws of Advertising" of a shyster criminal lawyer who was defending a negro charged with the theft of a pair of pants. In his argument to the jury, the lawyer confined himself to a vivid and heart-rending description of the wreck of a ship at sea, in which some 500

lives were lost. By his eloquence, he held the jury spell-bound by his recital, but the client was convicted. Nevertheless the lawyer seemed to be immensely pleased with himself and his summing up before the jury. At the end of the trial, an officer of the court, whose curiosity got the better of him, while congratulating the lawyer on his masterly eloquence, asked him what the wreck of the ship had to do with the theft of the pair of trousers his client was accused of being guilty of.

To this question the lawyer replied, with a condescending smile, "Don't you know that the first thing necessary in a case like this is **to rivet the attention of the jury?** And I flatter myself, sir, that I succeeded in doing it."

So it is with advertising. The copy that simply attracts the attention of the readers without riveting that attention on the goods themselves, is very like unto the summing up of the shyster lawyer. It wins an adverse verdict, and the cost of the advertisement, like the lawyer's fee, has to be paid, win or lose.

The inside history of many an advertising failure would disclose that the lack of success was due in a very great measure to the lack of connection between the attention value of the copy with the advertised product.

It is possible to depict in striking black and

white drawing, a frightful fire, involving loss of human lives, and showing the marvelous bravery of a fireman perched on the top of a tottering, insecure ladder leaned against a tottering wall, rescuing an aged, helpless woman from certain death. While such a picture would attract attention, it would have absolutely no sales value if placed at the head of an advertisement of a new tooth paste. But if it were used in connection with an advertisement of a portable hand fire extinguisher, that same picture would be most forceable and convincing of the need of the advertised goods.

Whether the attention value of the advertising copy be by way of illustration or catch-line text, it must always be related to the goods themselves, and furnish a sudden and effective means to flag the attention of the reader and compel him to pause, read and consider the goods and their claims upon his own personal interest or convenience.

The second element is the persuasion value of the copy. Here the advertisement is in the same position as the salesman who calls upon a prospect and shows his samples and succeeds in arousing the interest of the buyer. So far, so good. But if he is not able to bring enough persuasion to bear, in the line of the advantages in handling

that merchandise, both to the customers of the buyer and to the buyer himself by way of quick sales at attractive profits, so that he secures the buyer's signature to an order, all his efforts have failed of their object. So with the advertising copy that has arrested the attention of the reader, if it does not contain the persuasion that convinces the reader of the need or advantages to be derived from the purchase of the goods, so that the reading of the advertisement is productive of a decision to buy—and buy **now**—the copy has failed in its mission, save as its repetition in some other form, at a later date, brings back to that same reader some other persuasive reasons for buying that then result in a sale. But even then, so far as that customer is concerned, the advertising cost of making that sale has been doubled.

Hence we see that **all advertising copy that makes any claim to being successful, must, in addition to gaining the attention of the reader, supply that persuasion that convinces of a real, present need of the thing advertised, to the end that its purchase is made.**

Continuance of Advertising.—The sixth principle or law of advertising is that **the selling power of advertising is in proportion to its continuance and the change of copy.**

"Keeping everlastingly at it" is the slogan of

one of the largest and most successful advertising agencies in the country. It is the motto of all successful advertisers, as well.

The one-time advertisement—the flash in the pan, as it were—creates scarcely a ripple, when compared to the copy that is continually appearing, from week to week and from month to month, constantly presenting new phases, new uses, new advantages of the advertised products.

It must be remembered that advertising, as a selling force, must create a retentive memory both as to the goods themselves and their advantages on the part of the public. In the busy life of today, there are so many things that vitally concern us all, constantly cropping up and demanding our attention, that countless other things, especially those that come to us in print rather than in the course of business, while they may be seen for a moment, or in passing, fail to make an indelible impression on our minds on their first presentation, and require constant repetition to keep them in mind and before us, until the matter is settled one way or the other.

It is an old and true saying, "out of sight, out of mind," and it is the penalty that attaches to the advertiser who for one reason or another drops out of the columns where his copy has been running.

In a very large way, advertising is a matter of education, and particularly so in regard to goods that are consumed in the using or are bought with reasonable frequency. In all such cases the function of advertising is not only to create or induce the first sale, but by keeping the name of the product constantly before the mind of the buyer, to cause him to automatically think of your product by name or brand, instead of any other similar or competing article.

In other words, advertising should aim to create a buying habit, to the end that the customer, having been entirely satisfied with the product in every respect is content "to let well enough alone" when the counter-suggestion might come to try something else.

Education is at best a slow process, and the educational part of advertising is not accomplished in a month or a year. But the advertiser who has faith in his product and who plans his advertising campaign with prudence and his copy with skill, is bound to reap the harvest if he will but continue the planting.

It should not be necessary to elaborate on the results from consistent, persistent advertising. Take the names of the most popular products, the country over, those that are on sale everywhere, and they are the ones whose advertisements have

been constantly before the public, never being content or even daring to rest on their laurels.

Most business is competitive, and in that great class, each one in the same line is constantly watching the other, eager to grasp some advantage. When one advertiser begins to let up, the others are all too quick to jump in with increased space and try to take away all of his trade that they can, and by the same methods that he has used.

It must constantly be borne in mind that all sales effort, whether by salesmen or advertising or both, is, in its last analysis, the attempt to hold what trade one has and to get as much of the other fellow's as possible. What you are trying to do to him, he is trying to do to you—and not him alone, but all your competitors combined. In other words, you are playing against the field, which means that the first one to let down the pressure is bound to be passed in the race by the others who do not diminish their efforts.

The other side of this sixth law of advertising relates to the variation of the appeal, which means change of copy and mediums of publicity, or such variation of their use as the requirements of the time may dictate.

Even the best story pales in its re-telling. Few books bear re-reading. So it is with the adver-

tising message. No matter what form the advertising may take—whether space, advertising specialties or premiums, the selling power of the publicity will be constantly found to be in proportion to the freshness or change in the form of the appeal to the public.

This phase of this law of advertising is recognized and most carefully followed by all the prominent national advertisers. Take the files of any of the popular weeklies or monthly magazines and compare the copy run by such advertisers as Proctor & Gamble on Ivory Soap; Cream of Wheat Co.; Hart, Schaffner & Marx on men's clothing; Liggett & Myers Tobacco Co., on "Velvet"; Gillette Safety Razor Co.; Eastman Kodak Co.; Victor Talking Machine Co.; Joseph Campbell Co., on Campbell's Soups; Washburn-Crosby Co., on Gold Medal Flour and a host of others equally as prominent.

Follow the copy put out from week to week and from month to month by these wonderfully successful advertisers and you will see that the strength of their appeal lies in its variation, its newness, its freshness; that while it all pertains to the self-same product, yet there is always something new and distinct about the copy, that helps to make the advertising pages of the weeklies and the monthlies as interesting to the aver-

age reader as the strictly reading pages. Such is the test of good copy and good advertising.

Study these master-pieces of copy and see how they synchronize or fit into the different seasons of the year—always different, yet always the same in the goods they feature.

To fail to present new copy is to invite the hurried reader to pass it by with nothing more than the glance that recalls it as having been seen before. Let that happen a number of times and you have educated him to slight all that you may say, for, finding the same copy, time after time, he is not either looking for or expecting anything new, and if you finally do wake up and run new copy, it will have the handicap of the presumption that it is "old stuff," and fail to get as large a percent of attention as though the readers were trained to see "What Jones's next copy is about."

Limitation of Effect.—The seventh principle or law of advertising is that **the selling power of continued and varied advertising is limited only by the aggregate quantity of the advertised goods the public can absorb.** This law as here stated has reference to given communities, since it is possible, by a proper selection of the mediums used to concentrate or localize advertising to certain territory or zones.

This law frequently raises the query as to

whether it is possible to increase the use or consumption of goods by extensive, intensive advertising. The answer is both yes and no, as it all depends upon the class or character of the goods themselves.

Advertising will increase the number of users of electricity in a given community, by persuading those whose houses are not wired for its use to have that work done. It will also persuade those whose homes are wired to use electricity in making coffee, toast, cooking eggs and bacon on the table; to use it to operate a vacuum sweeper, a washing machine, an ironer; to use it for heating and in the kitchen range in place of coal or other fuel, and this increase in its use is not in the slightest dependent upon any increase in the population of the community.

On the other hand, no amount of advertising will increase the amount of coal consumed by a family in its stoves, furnace or boiler. It may be able to switch the consumption from one kind to another, but no matter what coal is used, the amount will be kept down as low as possible with comfort to the occupants of the building. Increased coal consumption must come from an increased number of buildings requiring heat or power, or their size. The consumption of coal is self-limiting.

It is therefore of the utmost importance to the advertiser to determine in which class his products are, so that he may plan his advertising intelligently, and know when the maximum of consumption has been reached.

This leads the advertiser to make a careful investigation of the consumption capacity of his field, especially if he is operating locally, or even if his sales campaign takes certain sections of the country in so-called "zones."

The student of advertising need not fear the effect of these self-limiting products on his work, for while with them, their aggregate may not be capable of increasing, yet there is always the opportunity, by the skillful use of copy to secure the preference for one's own products to those formerly used. In this connection it must be borne in mind that self-limitation only applies to the aggregate and never to the proportion of that aggregate that any one advertiser may secure until that proportion amounts to monopoly—a result greatly to be desired but practically impossible of achievement, so far as competitive merchandise is concerned.

Necessities.—The eighth principle or law of advertising is that **the selling power of advertising is in proportion to the degree in which the advertised goods are necessities when sold in com-**

petition with other like goods. In such cases the student should bring out the superior value and quality.

It almost goes without saying that if the advertised goods are necessary to the life of the community, the selling power of their advertising will be vastly higher than though they were luxuries that people could get along without.

Bunting, in his "Elementary Laws of Advertising," treating of this subject, says:

"Thus, publicity which advertises bread may be of a very low order of attention and suasion value, and yet will have a higher selling power than publicity which advertises biscuits, even though the attention and suasion elements of the latter publicity be much higher. Bread is much more necessary than biscuits. The same argument applies to all other necessaries of life, such as food products of all kinds, wearing apparel, household furniture, and other things of the kind. And the more active the commodity the higher will be the selling power. By active I mean a commodity that is used up rapidly, and is therefore bought and sold frequently—stuff having recurrent demand.

"Thus it has been found that tremendous sales have been made in certain lines of foods and other commodities by widespread publicity, in which no

attention whatever has been paid to suasion power—in which the mere fact is told that there exists, and can be bought, a certain, or any, brand of bread, tea or coffee, meat, soap or shoes. I do not mean by this that the sales would **not** have been larger if the publicity had been more efficiently devised and placed. I mean the reverse. The sales would have been undoubtedly larger under these conditions. I am merely trying to show to the reader the fact that the selling power varies with the necessariness of the goods—other things being equal, of course. Of two advertisements offering to sell bread, one may have a higher selling power than the other—of course. But both will have reaped a larger harvest than the most powerful publicity which advertises less necessary goods—say biscuits or pies."

Trade Name Value.—The ninth principle or law of advertising is that **the selling power of the advertising is in proportion to the association value of its trade name, mark or other distinguishing feature.**

One of the most effective elements of advertising is the creation of a definite association of some kind between the advertised product and some name, mark or other distinguishing feature.

Take, for example, Ivory Soap. There are two distinct elements of association; one the name it-

self, which is pleasing, ivory being held in very high esteem as a substance, and appropriate with reference to its color for a soap; the other being its equally well-known characteristic—"it floats." Of the two, the latter has the highest association value, for one cannot think of Ivory Soap without there instantly and even automatically comes to mind the fact that "it floats."

There may have been other and earlier soaps on the market that would float, but it remained for the Procter & Gamble people to emphasize that feature as a part of the persuasive power of their advertising. It is the strongest possible appeal to convenience—the cake of soap that always floats on top of the water, making it unnecessary to fish for it in lavatory or bath tub—always within reach and sight. Then there is another association of ideas coupled with the name and the floating qualities, and that is the added idea or suggestion of purity, for the average mind thinks of purity as something that is light, free from heavy adulterants, and consequently would naturally rise to the top of the water.

There is another association value in connection with the advertising of Ivory Soap and that is its purity. While this is reflected to a certain degree in the name—Ivory—it is multiplied a hundred fold in the terse, pithy statement that it

is "99 and 44-100 pure." We give scant attention to the question of purity of our soaps, doubtless because, in the case of toilet soaps, we are lulled into fancied security by the delicate fragrance they exude, not stopping to consider whether that fragrance is not added to hide some of its ingredients rather than to add a sort of finishing touch to the product. But when so prominent a concern as Procter & Gamble take the pains to tell us in their advertising that Ivory Soap is 99 and 44-100 pure, we instantly stop and ponder as to what may be the actual degree of purity of those highly-scented soaps whose manufacturers, for some reason or other, do not care to make any definite statement along that line.

In the way just indicated, doing what the others do not do, raises a question or doubt as to the purity of other makes, and makes us all the more favorably inclined to use the soap whose purity is not shrouded in mystery. It is a very skillful way of creating preference, that cannot easily be displaced.

First place is given to Ivory Soap because the association value of its name, its quality of floating and its purity are naturally associated with the product, which makes the selling power of its advertising all the higher. Now we will consider some of the other famous names.

Next in point of efficiency comes the famous colored chef of the Cream of Wheat Company. In their advertising they subordinate text to illustration. You rarely ever find their copy except in colors and usually on the inside front cover of one of the national weeklies or monthlies, and beneath the picture just its title, and the words, "Painted by ——— for The Cream of Wheat Company." Wherever that chef is found the mind instantly associates him with Cream of Wheat. As Cream of Wheat is a product that requires cooking, the association of a chef with it is entirely natural. The most important element in the pictures is the happy smile that he radiates, and the instant assumption is that it is because Cream of Wheat is so satisfactory a cereal. Without the ever-present smile, the picture would fall flat in persuasive power, but being always present, it is exceptionally high.

Now we come to the much larger class of famous trade names whose association value is artificial, but still remarkably high, such as "Kodak," "Uneeda," "Eventually, Why Not Now?" "Gillette" and many others.

With this class the natural association is entirely lacking, as the same amount of advertising would have attached those names to any other products just as readily. "Kodak" is a "coined"

word and might have been applied to an automobile just as well as to a certain make of cameras. "Uneeda" would have fitted any product of the necessity class, as well as the crackers made by the National Biscuit Company—shoes, wearing apparel, furniture, foods of all kinds, even coal. The same might be said with equal force of "Eventually, Why Not Now?" while the name "Gillette" would have fitted any product, no matter what, just as well.

It must not be taken that there is any less association value between these famous names and their products, than there is in the case of Ivory Soap, for, so far as actual sales are concerned, it is doubtful if there is, but the point is that it is safe to assume that Ivory Soap became almost as well established as a trade mark as it is today much sooner and with much less expense than any of the others named, because of its natural, and therefore higher, association value, which increased the selling power of its advertising.

On the other hand, the wonderful sales that the other products have had, is a tremendous tribute to the power of advertising to create and maintain, through its continuance, association of unrelated names with certain products. In each of the cases named the cost of the advertising has been relatively low when compared to the

results produced, but higher than they would have been had there been the added element of natural association between the name and the product as in the case of Ivory Soap.

Competitive Advertising.—The tenth and last principle or law of advertising which we will consider is that **the selling power of advertising is controlled by that of all other competitive advertising in the same field.**

Broadly speaking, all business is competitive; all selling competitive and all advertising is likewise competitive. As the efforts of the individual salesman are matched against those of other salesmen representing competing houses, so that he secures only such orders as he can keep the other men from securing, so all advertising is matched against the selling power of all competitive appeals in the same field.

Let us stop and look at what competition really is. We will find it nothing more than the effort to approach monopoly—that will enthrone ourselves as the sole monopolists—and we use it, in all its phases, one of which is advertising, to remove those who presume to block our way, or hinder us in the achievement of our purpose.

What we are trying to do to others, they are trying to do to us. Their present customers constitute the "new trade" we are seeking to capture,

and add to that which we now have. On the other hand, our present customers comprise their "new trade" which they are seeking to divert. Advertising is the common weapon with which all parties are armed, and the battle will go to the best marksman, best equipped.

From this it will be seen that the net result of our advertising in volume of sales, is limited or determined by the proportion of the total trade in any given territory that can be influenced adversely to us by all competitive advertising.

To illustrate: We are advertising hats. The selling power of our advertising—that is, the volume of business actually produced by our own advertising—is limited or minimized by the selling power (volume of busines produced) of the advertising of all our competitors in the same field.

To carry the illustration further, and in terms of figures, let us say that the total volume of hat sales in a given territory is 100,000 a year, and that owing to the advertising campaigns of our competitors, they are able to sell 90,000 hats a year therein. It follows, therefore that the selling power of our own advertising is but 10 per cent efficient, as compared to the available market, though it is proportionately higher according to the number of competitors in the field, when com-

pared to the selling power of their own advertising.

It should be constantly borne in mind that all the elements that affect our own advertising affects those of our competitors as well, and that they, as well as ourselves, are limited by the same laws we have here been considering.

There is another phase of competitive advertising that has a decided effect on the selling power, and that is the class of buyers sought to be reached and the size of their buying power.

One advertiser may sell to retailers only, and their buying power may be but a couple of gross, spring and fall. Another advertiser may sell the jobbers, and their buying power or unit of purchase may be five hundred gross a season.

Here enters into the consideration of the sales problem the question of distribution and how it may best be acquired in volume. The size of the buying units, which directly affects the selling power of the advertising, is first a matter of sales policy, that the advertising department must take as it finds it, and do its best to make it productive to the highest degree.

Then there are mediums that circulate more largely among the larger buying units than some of the others. Thus the question of the selection of the best and most advantageous mediums to

carry the advertising looms big and important, for obviously every seller is anxious to sell to the largest market, and the advertising medium is the key that opens the door to it.

While advertising, as it has been analyzed today, may be said to contain many other principles some of which have, and others have not yet been reduced to laws, in the sense that satisfies science, yet those that have been given cover the entire scope and their mastery and application will equip the student of this most mighty sales force to set out on his monopolistic career as well fortified, if not better, than the veteran who has been compelled to work them out or who has happened upon them as the result of costly experiments.

SECTION 77—ADVERTISING

PLANNING THE CAMPAIGN

Sales and Advertising.—Now we come to actual planning of the advertising campaign, and we will consider the various factors that are necessary to be taken into account.

From even our study of the principles and laws of advertising, we have noticed how close is the relationship between the sales department and the advertising department; how the whole scheme of advertising must be moulded according to that in which the sales policy was shaped.

In fact, this relationship between the two departments is so close and intimate, that in a great many concerns, including some of the largest, the sales and advertising departments are consolidated and placed in charge of a single head. This is in order that there shall, at all times, be the utmost harmony and accord between these two selling factors.

In fact, no successful advertising campaign can be either planned or conducted unless it fits into the program of the sales department. There are questions affecting the goods; their size, shape, color; the kind of package and its decoration or other distinguishing marks; the trade name, or other identifying characteristic, either in words

or design; the price and, if the sales are to be made to the trade, the discounts; the method of sales, whether direct to the consumer or to the retailer or jobber or distributor; the territory to be covered, and if large, whether all parts are to be covered simultaneously or intensively by "zones"; the buying power of the territory and the frequency with which additional purchases may be made; the competition to be met and its strength and character, particularly as regards its advertising; the sales helps for the dealers, such as display stands, counters, window and interior store trim and the like.

This may seem a formidable list, but there is not one single element that can be overlooked if a successful sales and advertising campaign is to be conducted, that is, from the standpoint of a manufacturer about to put a new line of goods on the market or who is to extend his territory.

So far as concerns the retailer, the problems are fewer, but none the less important. They include a knowledge of the goods, their sale price in relation to that usually charged; the proportion of profit at the designated price that may profitably be used for advertising; the quantity, which has a decided bearing on the advertising appropriation per article; the class of people and their numbers who may reasonably be expected to be

interested; what conditions may be attached to their sale, such as the purchase of other goods to a certain amount; what displays and interior store space can be given; what additional clerical force, if any, will be available to handle the trade promptly. These, and other elements, should all be considered as being necessary to a proper foundation upon which to construct the advertising. In the general run of retail store advertising, all these elements may not be so necessary as in the case of "special sales," yet the list shows how thorough should be the knowledge possessed by the advertising man, if the publicity is to be most highly productive.

We will now consider the planning of the campaign from the standpoint of the manufacturer.

The Goods and Their Package.—We must start with the goods themselves. While their size and shape may not be altered, yet in many instances, particularly if they are relatively small, the package may be made exceedingly artistic.

If a product is to be sold by the slow method of personal salesmanship, whether to the consumer or to retailers, a less attractive and ornate package may not be so much of a handicap. But where it is intended to go before the public and by advertising—which in most cases means the use of illustrations to show and identify the goods

—the package and its artistic qualities assume the utmost importance.

A somewhat recent instance of the effect and value of the package, from an artistic standpoint occurred in a western city.

A couple of French scientists succeeded in working out most wonderful formulae for toilet creams and lotions. Some of the most prominent of the local society leaders were induced to try them and gave them unqualified indorsements. The next step was to introduce their sale by means of women canvassers.

The Frenchmen were so wrapped up in the high quality and unquestioned merits of the preparations that they gave small attention to the packages. They used plain 1, 2 and 3 oz. bottles, which they purchased in the open market, the same as druggists use. Into these they placed their lotions and fluid preparations. For the pastes and creams, they used plain glass jars with ordinary screw tops.

Their labels were printed in black ink on plain white paper, unglazed, at that. This was the appeal to the eye they made—or rather neglected to make—the first impression their goods could give to the prospective customers. They wholly failed to take into account the feminine love of beauty that begins with the attractiveness to the

eye of nearly everything they buy, and the repellence towards things that were plain or ugly. The women who were solicited to buy could not conceive how a thing in such a hideously plain package could have any properties to add to their own beauty or personal adornment.

As a result, the business began to fall off, until the trustee in bankruptcy took charge of the business.

The sequel is short, but highly instructive. A couple of young men with sales and advertising experience, knowing of the value of the formulae, purchased it, together with all stock on hand from the trustee, and promptly disposed of the entire stock of bottles and jars and burned the labels. They had wonderfully unique new bottles and jars made for them, in glass of varied hues, and the most attractive labels that they could procure, in which a shade of peacock blue and delicate pink was used in connection with gold. To see the packages would make most women want to buy them. They used the same old formulae, without a change, and in a short time they were taxed to produce the goods fast enough to meet the demand, and today those preparations are famed and their sale is widespread.

It must be remembered that all buying is the result of the desire of possession, no matter how

that desire is created, whether by display, personal salesmanship or advertising or any or all of them. It must further be remembered that such desire is communicated in the great majority of cases through the eye. Things that are beautiful, attract; things that are ugly, repel. Things that are beautiful add to the selling power of advertising. Things that are ugly, take away from or even destroy that power. Hence even the package must be planned with reference to its aid in advertising and selling.

Trade Names or Marks.—We have already seen, while considering the principles or laws of advertising, the influence of the law of association in respect to trade names, marks and other distinguishing characteristics which have been given prominence through the advertising campaigns.

In the planning of any campaign, careful attention should be paid to this feature and the inclusion of it as it applies to the goods to be advertised in the copy.

Method of Distribution.—The method of distribution to a very large degree controls the character of the advertising copy. If the goods are to be sold direct to the consumer, without the intervention of the retailer or jobber, the entire advertising appeal must be centered on the need or advantages of the product and persuasive enough

to lead to the sending of orders direct, or at least inquiries for further information. If the goods are to be sold through the usual channels of trade, while the attention and persuasion values should be equally high, the readers must be directed to the retailers, and in the case of new goods, with some provision for supplying individual users who are unable to secure them locally.

Frequency of Purchases.—The frequency with which goods are purchased also has an important bearing on the advertising, particularly as regards the appropriation that can safely be made to reach each individual buyer a certain number of times a year. Into this enters the kind or character of the goods, their price and whether they are consumed in the using or not.

Territory to Be Covered.—Here it is necessary to take into consideration the amount of the factory output. If it represents but a relatively small percentage of the total consumption of the country or that portion of it within which it is proposed to confine the sales, it is easy to make the advertising plans too comprehensive, to use mediums that circulate to a greater or less degree outside of the zone of activities. That means paying for waste circulation. As it is folly for the retailer to advertise to those who live too far away from his store—outside his buying radius—

to be attracted by his offerings, so it is folly for the manufacturer to advertise his goods in localities wherein he has not yet secured distribution, by which we mean retailers who carry them in stock.

This leads, naturally, to the conclusion that the **sales and advertising campaign should be limited to the smallest territory that can or should be capable of absorbing the factory output, having regard to the number of competitors in that field and their relative strength.**

By following this rule, it will be found that the unit of sales and advertising cost will be reduced to the minimum, and thus relieving the goods of an unnecessary burden that would either add to the price or reduce the net profits.

Territorial Consumption.—Within whatever may be the limits of the territory to be covered by the sales and advertising campaign, account must be taken of the total consumption of the products in question, not only as a whole, but by states, cities, and even counties.

Goods used in special lines, particularly by manufacturers and industrial concerns, the consumption must be figured by manufacturing centers, using all of the information that is available. In this class of work public libraries contain most valuable sources of information as to all classes of

industry in published reports of associations, trade organizations, trade and manufacturing directories and the like.

Such an investigation would show what proportion of the total consumption in the selected territory the factory would have to secure to take care of its output, and whether any increase must come from enlarged territory or a higher percentage of sales in present territory. It also furnishes a guide by which returns from the campaign may be measured and the efficiency of the advertising copy and mediums used determined as the campaign progresses.

Competition.—So much has already been said about the necessity of considering the campaigns of competitors within the territory covered or to be covered, that it is almost needless to refer to it again. Of particular importance is the strength of the competitors in the field, and in what lies that strength. This will have an influence on the kind of copy to be run, which should emphasize some features not possessed by the competing products, and thus make possible what is known as "reason why" copy—copy that is direct and forceful, and that backs up its appeal by definite statements of peculiar advantages or uses, not possible with any other goods on the market.

Sales Helps.—There is much more to advertising than the planning and carrying into execution of even an extensive campaign. The liberal use of space, in the sense of publications, is but part of the complete attack—just a division going into action. Of often too little appreciated value are the sales helps furnished the retailers. They might properly be called "associated advertising," because the manufacturer furnishes the copy and the retailer the space—store windows, counters, tables, wall space and the like—for the common good. The copy for this "associated advertising" may consist of display cases and counters, window trims, easels, cut-outs, hangers, decalcomania transfers, catalogs, literature of all kinds, advertising specialties or souvenirs and the like.

The preparation of these usually falls jointly on the sales and advertising departments, either one feeling free to take the initiative by way of suggestion to the other, for they concern both departments almost with equal force.

Anything the manufacturer may have in the way of "sales helps" is just as valuable to the salesmen as to the advertising manager. In dealer copy they have an important place as showing how the factory stands behind the dealer in helping him to make rapid sales and quick turnovers and does not consider the sale fully con-

summated until all the goods have been moved on into the hands of the consumers, and there give satisfaction.

Knowledge of Human Needs.—No recital of the fundamentals to the planning of an advertising campaign would be complete without including the knowledge of human needs.

The successful advertising man—in fact, the advertising man worthy of the name—must know the needs of those he strives to reach, with respect to his own products. His copy to make any appeal whose reaction will be purchase, must address that copy—that appeal—to some particular, well-recognized human need, not necessarily personal, but connected with a person or his business or interests.

We learn, in studying salesmanship, that the salesman, in order to be successful, must make his sales talk from the viewpoint of the customer and not that of the house he represents. He must make his prospect **want the goods,** not just passively, unenthusiastically consent to take them.

We find the same situation in our studies of business correspondence, where the admonition is given to suppress "we" and emphasize "you," to dwell on the advantages to the inquirer that come from the use of the goods.

It makes no difference whether the sales appeal is delivered verbally by a salesman, or by letter or advertisement—the same viewpoint of the "other fellow" must be taken and maintained throughout. It may be laid down as a maxim that **self-interest is the actuating force in buying,** particularly so in the realm of business. Therefore self-interest must be brought home to the prospect in all sales appeal, or there is no selling power in the message, no matter how or by whom it is presented, and it is accomplished by submerging all interest, benefit or advantage to the advertiser or seller, and elevating that of the prospect or reader. That is the keynote of all successful advertising copy, and it is only necessary to study the copy of the prominent national advertisers to see how rigidly this rule is adhered to in order to secure adequate returns from the hundreds of thousands of dollars they spend annually on such publicity.

Service as Advertising Copy.—Many of the most successful advertisers are featuring service rather than immediate purchase in their current copy. An instance of this is found in copy run by The Long-Bell Lumber Company, of Kansas City, Mo. They carried on a successful campaign which consisted of illustrations of attractive homes, and beneath the illustration was this copy:

"Yes—but what will this Home **cost?** There's a man in your own town who can tell you. He's the lumberman down on the corner!

"And he can tell you more than that. He knows about the kind of wood best adapted to your use. He can show you an interesting variety of doors, windows and built-in conveniences such as buffets and bookcases.

"The lumberman down on the corner can obtain for you the blue prints from which you can build this charming home in the picture. If this one does not suit you, he can show you dozens of other small home designs. If you want something more pretentious he will put you in touch with an architect.

"The lumberman down on the corner knows the best carpenters and contractors. He can give you real building advice, whether your needs be large or small. **He can show you how to make your building dollars go farther.**

"Lumbermen know that **Service** is essential. And it is yours for the asking.

"For dependable lumber of uniform high quality, ask your lumberman for Long-Bell Brand."

This is but typical of a number of similar campaigns, prominent among which are a number of the great paint and varnish manufacturers, who feature service strongly in their copy.

Service is selling power of a high order, because it creates confidence, good will and a sense of obligation when the service is availed of, which, in most cases results in most satisfactory purchases from the standpoint of the advertiser. In this respect service partakes of the selling power of advertising specialties and premiums, and is very much akin to both of them, as it creates good will and furnishes an inducement to purchase.

Business Conditions.—A thorough knowledge of the business conditions in the territory proposed to be covered by the advertising campaign is just as vital as any other element we have been considering. These may be the effect on the market of crop conditions, strikes, industrial depression, financial stringency, legislation, transportation facilities, rates, temperature, seasons, flooded markets or "sold-out" manufacturing conditions.

Any one of these conditions may have a very decided bearing on the advertising that is proposed. Goods to be sold to farmers would hardly be advertised if severe drought had destroyed crops or reduced them to but a fraction of their normal yield. Winter goods would not be advertised in the summer nor summer wear in the winter—at least not to the consumer.

SECTION 78—ADVERTISING

PREPARING THE COPY

Selling Appeal.—The first step in the preparation of the copy is to find the selling appeal that will bring the largest response in sales. That means the selection of that feature of the goods that will present the strongest element of self-interest to the class or classes of readers intended to be reached. In just the proportion in which this is done, will be the result of the campaign.

The selling appeal should lay emphasis on some characteristic of the goods not possessed by competing products, some peculiar advantage or absence of disadvantage common to others.

A striking example of this is to be found in the advertising copy of Morton's Salt. It is an exceedingly difficult thing to write interesting or attractive copy about salt. To the average mind, salt is salt, and it is so well-known a product that it seems impossible to present any striking features not possessed by all other brands. Of course there may be different and more convenient styles and shapes of packages, but still salt would be salt.

But who has not experienced the difficulty in inducing salt to flow freely from the salt cellar in damp or rainy weather. By the addition of

about 1% of calcium phosphate, a harmless ingredient, it was found that salt would always be free-running, no matter what were the weather conditions. So they put up a brand of salt with this added ingredient, and in their advertising and on the package itself, they featured this slogan: "When It Rains—It Pours," showing a picture of a little girl out in a rain, carrying under her umbrella a package of Morton's Free-Running Salt, tipped so that it was pouring out on the ground.

Here was a sales appeal that reached not only the housewife, but every member of the family, and Morton's Salt soon was on sale from one end of the country to the other.

The added value of this sales appeal lies in the natural relationship between salt and free running, and the constant repetition of the slogan brings the mind back with unerring certainty to Morton's Salt, just as the mention of the phrase, "You push the button—we do the rest" brings Kodaks to mind. In cases like this the law of association also comes into play, which we considered in connection with the Ninth principle or law of advertising, and the case of Morton's Salt shows how it is possible to combine the selling appeal with the association value of the distinguishing slogan, reduced to just a few words.

Its value is increased by its brevity. That is always true, provided, of course, that it is complete in itself or by necessary inference.

In connection with an advertising campaign on bread, it is not essential that there shall be something about the bread itself that is strikingly different from any other bread on sale in the same city, or that there are phases of its making, baking or handling unlike the processes in any other bakery. But it is essential to know what features about their bread the other bakers have used in their advertising campaigns so that duplication of sales appeal may be avoided, on the one hand, and the advantage of some selling appeal be taken that the others have overlooked.

Let us say that of three large, wholesale bakers in a city, all have their bread wrapped by automatic machines, and that human hands do not touch the product from beginning to end. But two of the three bakers have centered their advertising around the quality of the flour, the modern ovens and the rapid delivery systems they maintain. What shall the third feature in his advertising campaign? He promptly checks off against the list of the steps in the process of bread-making in a large commercial plant the phases his competitors have urged as reasons why the public should buy their bread, and he

promptly takes one or more of the others, and plays them up big and bold, just as though his was the only plant in town that safeguarded bread-making in such ways. But he must be careful not to give any false impression in those regards, as that would be fatal—also unfair, if not untruthful. He simply states that his bread is made under such and such conditions and lets it go at that. He is not responsible for the construction the public may place upon it. It is just as ethical as for Proctor & Gamble to lay stress upon the fact that Ivory soap is 99 and 44/100 pure. They are not responsible if the public assumes that other soaps do not possess an equal degree of purity simply because they have not chosen to so state.

For the reasons above given, our third baker will feature his bread as made without human hands ever coming in contact with it, even in the wrapping, which is done in wax paper, and by automatic machinery. Here is an appeal to sanitary conditions, an assurance of freedom from contamination of any kind, a confidence in the purity of the bread, equal to that baked in one's own kitchen.

Buying Motives.—It is obvious that the selling appeal must correspond to some of the fundamental motives that move or influence persons to

buy. The appeal must set in action what some writers have called the "buying impulse," that sort of half-decision that only needs a slight additional prod to stir it to action.

As we make a close study of human nature, we are able to catalog these buying motives, and thus having set them down, we can examine them in order so as to fit our particular appeal to the motive most closely and naturally connected with our product.

The principal actuating impulses or buying motives, as the leading authorities agree, are as follows:

Healthfulness,
Cleanliness,
Scientific construction,
Time saved,
Appetizing,
Efficiency,
Safety,
Durability,
Quality,
Modernity,
Family affection,
Reputation of firm.

Some authorities continue the classification to include some of the lesser motives, but the ones above given are sufficient for all practical purposes.

Health Appeal.—This has a special relation to medicines, food products, wearing apparel, heating, ventilation, sanitation, which includes plumbing, bedroom furniture such as twin beds, and numerous others.

Space will not permit, nor is it necessary, to more than name these different classes of products.

How to Eat Iron
Your body needs iron, but you can only get it from the food you eat—not from tonics or ten-penny nails. That is Nature's plan. Of all the minerals the body needs iron is the most important. Try this iron-food for breakfast:
Shredded Wheat
Biscuit with Stewed Raisins. Heat two Biscuits in the oven to restore their crispness and cover with stewed raisins and milk. It supplies all the iron you need and all the food you need in digestible form—a food that puts you on your toes for the day's work.
TRISCUIT is the Shredded Wheat cracker. A crisp, whole wheat toast eaten with butter or soft cheese.

Descriptive Copy Making Strong Health Appeal. Good Use of Border and Illustration

Cleanliness.—The food products make frequent use of this appeal in connection with the preparation of their goods and their packing. Laundries feature it strongly, as do the manufacturers of soaps, washing powders, washing machines, vacuum cleaners, oils and polishes of all kinds.

Scientific Construction.—Here we enter the field of mechanics, yet it is an appeal for the housewife as well as the factory superintendent or purchasing agent. It may be the construction of an egg beater or an automobile or a planer for a machine shop.

Its application extends to all fabricated things —without limit. The point to be urged is the point of difference from others in the same class. To the housewife the story must be told in the simplest language, avoiding all technical terms, explaining carefully just what each distinguishing feature means and what its junction is, and why it is better than other or former constructions. To the man trained in the business, the technical terms may be used, the message in each case being clothed in the language of the reader.

Time Saved.—This appeal has reference to the doing of things by mechanical or artificial means or assistance. It may be in faster production, quicker speed, as is the case with automatic machinery as opposed to hand work. It may interest

the housewife in the form of a power washing machine or an ironer. It may be part of the

NOTE: To every laundress in this city. Ask the woman of the house for a package of the wonderful new product for home washing. Remember the name—Rinso.
Use it this way
and save hours of back-breaking rubbing
"Don't rub your youth away"
DISSOLVE: For each tub of clothes thoroughly dissolve a half package of Rinso in two quarts of boiling water. Where water is hard or clothes extra dirty use more Rinso.
POUR INTO TUB of lukewarm water—not well. Keep adding the solution until you get a good, rich, lasting, soapy suds, even after the clothes have been put in.
Then let your clothes soak
and rinse without any hard rubbing
Soak one hour—two hours—overnight—whatever time is convenient. These wonderful, mild suds loosen every particle of dirt. Rinse, to remove the loosened dirt, till the water runs clear.
Rinso
MADE IN U. S. A.
8¢
For the Family washing—Soaks clothes clean

Labor Saving Appeal—Illustrating Manner of Use

appeal of the airplane manufacturer who urges the uses of his craft for quick transportation. Time saved means lowered costs of production.

Appetizing.—This has to do with foodstuffs and beverages largely—things that tempt the palate and that give zest to the meal and pleasurable anticipation of its coming. It is closely associated with healthfulness and cleanliness in many cases.

Efficiency.—This form of appeal is strongest in connection with mechanical means of production, as contrasted with purely human efforts. It is closely associated with time-saving in many respects.

Safety.—This appeal may be used wherever mankind comes in contact with power or chemical or electrical elements. It applies to firearms, electrical appliances, power machinery, automobile equipment, railroad construction and operation, building construction, banks and banking, insurance of all kinds, investments. In other words, it may be used with equal force in connection with personal or property safety and freedom from loss or injury.

Durability.—This takes in the whole range of things that are used in the doing or making of other things, as well as wearing apparel, structural material. It is closely related to price

and governs it, according to the duration of its use.

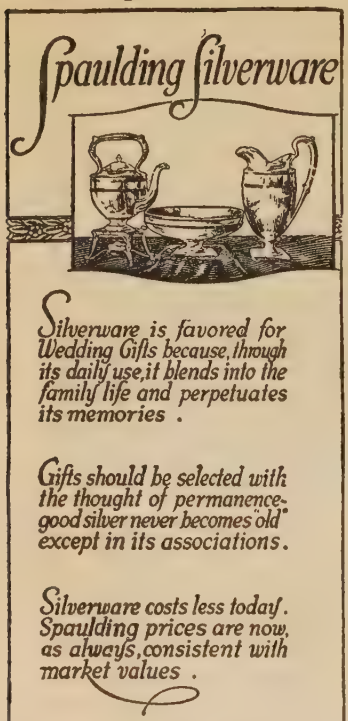
Quality.—Quality is of universal application, although not always justified by the facts, which is another way of saying that different goods have different degrees of quality. It may generally be said to increase in importance in proportion to the price, for the higher the cost, the higher the quality is supposed to be. In fact, it is quite generally

Pick your wife, your dog, and your wrenches with great care. All three have to wear well, hold fast, and always be good tempered.

The BILLINGS & SPENCER CO.
HARTFORD, CONN.

Durability Copy, Strong in Human Interest, Tersely Put

held that price is an index of quality. This is reasonably true, up to the limits of legitimate profits, but has no relation to profiteering.


Spaulding Silverware
Silverware is favored for Wedding Gifts because, through its daily use, it blends into the family life and perpetuates its memories.
Gifts should be selected with the thought of permanence—good silver never becomes "old" except in its associations.
Silverware costs less today. Spaulding prices are now, as always, consistent with market values.
We request the privilege of showing you the many distinctive designs of period and modern silverware when you are ready to make a selection
SPAULDING & CO.
Goldsmiths - Silversmiths - Jewelers
Michigan Boulevard at Van Buren St. Chicago
Paris - 20 Rue de la Paix

Family Affection—Jewelry Appeal; Rich, Dignified

Modernity.— This means up-to-dateness, and is a quality much to be desired by most buyers. It is the mainstay of the fashions, but leaves its imprint on nearly everything that is made, worn or used. It therefore affects the selling price, hence should be given a prominent place.

Family Affection.—Here we enter very largely into the realm of gifts, for all purposes and all occasions. It even has its application to gravestones, monuments, etc.

Reputation of Firm.—This, as the name implies, has reference only to long-established and

SINCE the founding of this institution three generations of two Chicago families—one employers, the other employees—have worked together.

They have been a part of the organization upholding that standard of quality which has made the name Tobey known the country over.

The **Tobey Furniture** *Company*

Chicago New York

TOBEY 1856

Appeal to Reputation of House. Dignity of Border and Illustration in Harmony with Product

favorably known concerns. Each city and town has its business houses of established reputation, and that fact is of importance, especially with the

$13.95
NOW BUYS A
STANDARD NON-SKID
30 x 3½
Ford and other light car owners can now buy a tire of recognized standing and quality at a price that Firestone knows is the greatest value ever offered to the motoring public.
Cords At New Low Prices
Firestone Cords also are offered at lower prices: 30x3½, $24.50; 32x4, $46.30; 34x4½, $54.90. Tire repair men, who judge values best, class the Firestone Cord as the sturdiest carcass made. Forty-seven high-grade car manufacturers now use it as original equipment.
Go to the Firestone dealer. He offers you greater protection and economy at a time when protection and economy are demanded as never before.
Firestone

Price Appeal—Border Design Appropriate, as Decorations Show Tire Treads

newcomer in the community, who is usually very desirous of becoming acquainted with business houses of established reputation.

Price.—Here is the almost universal touchstone. After periods of inflated values it assumes an added importance, and then it will be the prevailing appeal to the public that has been and is still waiting for the return of what it considers fair, reasonable prices.

There is a difference between fair prices, even low prices in competitive selling, and cut prices that disrupt the market and are made for the sole purpose of ruthlessly destroying established trade of other concerns.

Price cutting, as that term is generally understood, is something to be avoided as a poison. It works lasting benefit to no one, neither to the price-cutter nor his competitors. It simply takes legitimate profits out of the pockets of all that are affected by it, from the selling end, and gives a false impression to the public of the actual relation of usual prices to costs and reasonable profits, which no one begrudges.

Pleasure and Comfort.—There is a long line of products to which the appeal of pleasure and comfort should be made. Amusements of all kinds, vacation resorts, travel, sporting goods, automobiles, amateur photography, furniture

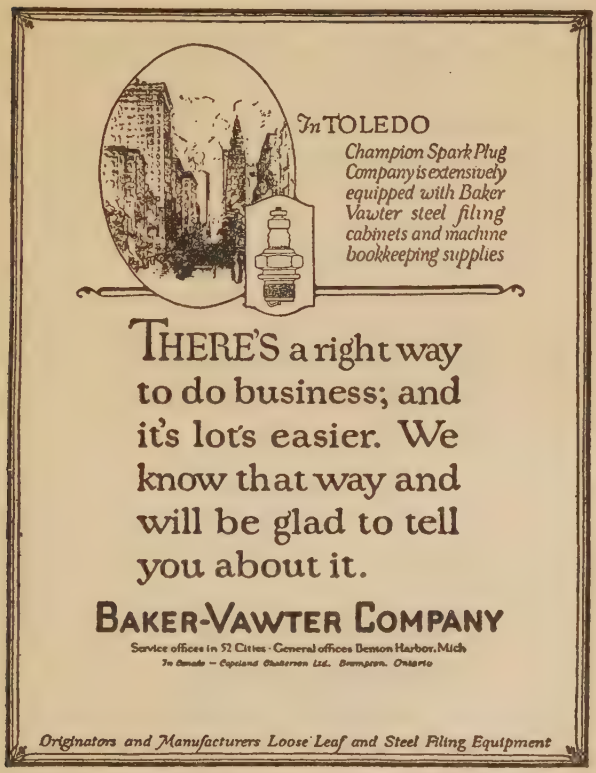
and household equipment, electric fans, and even hotel hospitality, all these find abundant opportunity for the use of the appeal of pleasure and comfort. But the list is by no means exhausted by the lines just given. Enough, though, has been said to indicate the breadth of opportunity for the use of this very important and productive selling appeal.

Place of the Appeal.—The use of the selling appeal should be to first attract attention and then suggest that there is more to the thing advertised than just so much merchandise. In other words, the suggestive power of the particular appeal is as high, if not higher than its attention value.

Take the case of the man who buys an electric fan for his home. He is not to be interested so much in the fact that he is buying an electric motor that can make so many hundred revolutions a minute, which revolves a brass-bladed propeller in a wire guard. The truth is that he cares very little of what the fan is composed or how it operates, whether by electric or water power or by springs. What he is decidedly interested in is the fact that by its purchase he is able to produce cooling breezes at will, and direct them in any position at any time. Therefore the highest selling power in any advertisement of

an electric fan to him, lies in the comfort, the relief from oppressive heat that the possession of the fan gives him.

By this very token, the sales appeal to comfort


In TOLEDO
Champion Spark Plug Company is extensively equipped with Baker Vawter steel filing cabinets and machine bookkeeping supplies
THERE'S a right way to do business; and it's lots easier. We know that way and will be glad to tell you about it.
BAKER-VAWTER COMPANY
Service offices in 52 Cities · General offices Benton Harbor, Mich
In Canada — Copeland Chatterson Ltd. Brampton, Ontario
Originators and Manufacturers Loose Leaf and Steel Filing Equipment

Labor Saving and Time Saving Appeal. Effective Use of Illustration and Type Arrangement with Ample White Margin

should take the first ad most prominent place in the copy.

What is true of electric fans is relatively true of all other products. The sales appeal is at once the element of attention value and persuasion.

The Urge to Action.—The sales appeal that falls short of producing action has failed of its purpose. It is like the salesman who interests but never convinces the buyer. In most people there is a dormant impulse to buy, especially for personal use or adornment. In most people that impulse must be vitalized or aroused to action. That is the function of the sales appeal. Therefore the appeal should indicate a definite course to pursue, like "Let Gold Dust Twins Do Your Work," "Get It at Your Grocer's," or "Don't Go Home Without It."

Illustration always help the buying impulse to action. Pictures tell more in a glance than type could in a page. Advantages, results, consequences, all these are made evident in a picture that is often more eloquent, more persuasive than description. Therefore make it a rule to use illustrations freely. But they must be closely related to the product and its uses. The same law of association is there to determine the value of the illustration by its conformity to that law. This subject of illustrations will be taken up later.

Style.—Style in advertising copy is the expression of the individuality of the copy writer in his use of the English language, whether that style be narrative, descriptive, conversational, commanding or interrogative. Just as there are characteristics of handwriting, so there are characteristics of literary style of composition.

Style that is forceful is style that is natural. The elements of style as regard effective copy are:

1.—**Simplicity.** This is essential. Use no words unfamiliar to those for whom the copy is intended. The advertisement that needs a dictionary at hand to interpret its language, fails

Terse Copy Featuring Quality and Price. Type and Border Well Selected

miserably. The message must be grasped at a glance and as readily understood. Therefore use words as full of meaning as possible—words that start a train of thought—that bring up a mental picture—that are vigorous and not inane—words that are full of suggestion and action.

2.—**Brevity.** Write your advertising copy as you would a telegram, remembering that every word costs money to print. A great deal of advertising is read "on the run," so to speak. A terse, snappy message will flag attention and gain a reading, while a long-winded one is more apt to be passed over, as it often creates the mental suggestion, "I haven't the time to bother with all that."

3.—**Clearness.** Avoid involved sentences. Realize that your readers may know nothing about your product or what you have to say. If more than one construction can be placed on what you have written—do it over again and again, until there is no doubt left. Many a copy writer submits his work to those of his friends or associates who know nothing about the matter, to ascertain whether they can instantly grasp just what is intended to be said.

4.—**Naturalness.** Don't use extravagant, strained expressions. Don't indulge too much in claims, for they are not proof and do not con-

vince the masses. Anybody can make claims—proof of a single fact is better than a dozen assertions unsupported.

Analogy.—Conviction often comes through analogy, the application of something well known to something new, where the cases are relatively parallel. A concern making a business of reinking typewriter ribbons, says, "You Wouldn't Throw Away Your Fountain Pen Just Because It Was Empty," which is obviously true—no sane person would do it. It then proceeds to the analogy between an empty fountain pen and a typewriter ribbon that had been used until the type impressions were so faint as to be scarcely discernible, and says, "Then why throw away your typewriter ribbons when they write too indistinctly?" There is the analogy, and the comparison is obvious. To stop there would be to lose all connection with the purpose of the advertisement and leave the reader in the dark as to what could be done with his ribbons. So the copy continues, "Send them to us and we will reink them as well as you can fill your fountain pen —and at about half the cost of new ones." There you have a complete piece of copy, using analogy to convince and making the application by pointing the way.

Analogy is the method of all progress. We

go from the new into the unknown in this way, and we test the unknown by the known. Its opportunities for use are widespread and effective.

Inquisitiveness.—This is more than just interest—it is interest intensified, that insists upon finding out. It is effectively used to insure reading of the more lengthy copy.

An illustration of it is furnished by one of the highly successful pieces of copy put out by Mennen's, featuring their shaving cream, and the heading, in bold type, in two lines across the top asks, "Would you—**for a friend?**" What man would not pause long enough to see what it was about? The copy proceeds to suggest that the reader who has tried Mennen's Shaving Cream tell his friends about it, and lists the particular features to be told. Thus it becomes an "ad" pure and simple for the man who has never tried it, as well as the suggestion of a service to the user's friends.

"Reason-Why" Copy.—This type of copy aims to convince by proof mingled with description. It is necessarily more lengthy than "suggestive" copy, which assumes the facts to a large degree and depends on the desire of possession or manifest advantage to be derived from the use of the advertised product. "Reason-Why" copy is more often used in connection with new goods, the uses and advantages of which require demonstration.

SECTION 79—ADVERTISING

ILLUSTRATION AND DISPLAY

Appearance.—Advertising copy, while it must appeal to the intellect, must first attract the eye and be sufficiently pleasing in form, make-up and illustration, when used, to lead to its reading.

This means that the appearance of the completed copy must be pleasing. It calls for the use of ornamentation or decoration, or, if they are not used, to striking type arrangements that will serve as a substitute in flagging attention.

Uses of Illustration.—Outside of attention value, the chief purposes served by illustrations are: (1) to point a moral or a lesson; (2) to describe; (3) to show the use; (4) to spur to action. These all play important parts.

1.—**To Point a Moral or a Lesson.** Typical of this use are the illustrations that accompany the advertising of Weed Chains for automobiles. Scenes depicting skidding, collisions, over-turning, injury and death that result from the failure to equip wheels with these chains are shown. These are vastly more impressive, persuasive, than pages of descriptive text.

2.—**To Describe.** We all acknowledge, when we stop to think of it, that illustrations give more complete and accurate descriptions than is

possible in words, and almost at a glance. Take

Lifebuoy literally cleans your skin inside and out.
It brings comfort, freshness, health and beauty to any skin.
The famous RED cake with the delightful health odor.
LIFEBUOY HEALTH SOAP
LIFEBUOY HEALTH SOAP

Appeal to Comfort and Cleanliness. Bold Outline Connects Copy with Illustration. Attention Value Very High

a piece of machinery, for example. No description can be half as realistic as a picture of the thing itself. Every part is brought out in relation to every other part; its size and shape are perfectly shown and proportioned; only the hidden parts fail to show in the picture of the whole, and they are as subject to separate illustration, and as effectively, as any other. Pictures are instantaneous descriptions, and speed in description is of prime importance in advertising.

3.—**To Show the Use.** Methods of operation are best shown by pictures. Each step may be made clear on paper, in this way, as by watching the thing itself. This method is employed to show the advantages of mechanical means over hand operation, as in the case of vacuum sweepers, washing machines, ironing machines and the like. It demonstrates the saving of labor, the elimination of drudgery, the rapidity of operation. Its scope is particularly wide.

4.—**To Spur to Action.** Fitting illustrations turn a passive state of mind into activity—like the mailing of a coupon or any other positive act. They emphasize a present need and the importance of present action to supply it.

Position.—Because of the uses of illustrations and the importance they possess in attracting attention and arousing action, they should gen-

erally be at the top of the space. This depends, to a large measure, on their shape and size. The illustration of a fountain pen would more properly be at the side of the copy, for this would permit of a larger size being shown than in any other position.

In certain instances, where there are a group or series of smaller illustrations, they properly may be placed at one side, sometimes alternating from one side to the other, or, if they are closely associated in their relation to each other, as succeeding steps in a process, they may be artistically grouped together, each with a brief description.

Where the "catch line" is particularly strong, it may go to the top, and even run over a part of the illustration, to break any suggestion of stiffness, and to show the intimate connection between the "catch line" and the illustration.

What has been said does not necessarily apply to retail store advertising, and particularly to department stores, where their copy is inclusive of a considerable number of offerings. In such cases the illustrations must be in close proximity to the text. If, however, they are featuring a single item or associated group of items, like ladies' dresses, the illustrations may be all grouped together at or near the top, and each pattern

identified by a number or letter and reference made to it in the text. The rule in retail store

Meyer Jonasson & Co.
Tomorrow, Wednesday
An Extraordinary Sale of 1,000
New, Hand-made Waists
Beautifully hand-drawn, hand-made and Filet lace trimmed.
2.95 and 3.95
Values $3.95 & $5.00 Regularly $5.95
New, Hand-made Waists
Heretofore $3.95 and $5.00
at 2.95
Fresh, new Batiste Waists, hand-made and trimmed with hand-drawn work on front, collar and cuffs, and real Filet lace. Long-sleeve models, suitable for Jumper or Sweater wear. Extraordinary value at 2.95.
Fine, New Voile Waists
at 3.95
Regularly $5.95
Lovely hand-made Waists of excellent quality Voile, trimmed with fine Filet lace and hand-drawn work on front, collar and cuffs. Long or short sleeved models. A generous assortment of hand-made waists will effectively help towards meeting the season's requirements.
Waists above, $2.95
Waists above, $3.95
Meyer Jonasson & Co.
Clearance Sale of 350
Gingham or Voile Summer Dresses
Regularly $5.95 & $7.95
Exceptional Value at..... 3.95
The assortment embraces Gingham Dresses in desirable styles and patterns, as well as printed and figured Voile Dresses in light or dark colorings, or combined with Organdy

Typical Department or Retail Store Copy with Line Drawings and Two Ben Day Backgrounds

advertising, where a number of unrelated articles are to be featured in the same advertisement, is to treat each one as though it were a separate piece of copy, in relation to "catch line," illustration and text, usually separating each from the others by the use of rules, plain or decorative, but condensing copy and illustration so that all the items come within the allotment of space.

Border Too Heavy—Detracts from Copy

Decorative Borders.—All composing rooms carry a varied assortment of decorative borders whose appropriate use adds much to the attractiveness of the completed advertisement.

Bearing in mind that the purpose of the border is to make the copy more attractive, it is important that it should not be too large or too striking, else it will divert the attention from the advertisement to itself, and thus defeat its own purpose, which, among other things is to confine the attention within its own limits.

COLBY'S

AUGUST SALE OF FINE FURNITURE

Beginning Monday, August 1st

will mark a new-value era
in the making and selling of
fine furniture in America

The Savings Represented Are

33⅓ to 50%

JOHN A. COLBY & SONS

129 North Wabash---Near Randolph

Dignified, Attractive Furniture Sale Copy, Featuring Price. Border and Decoration in Harmony

The border is the frame, and like a frame must be used to set off the picture and not subordinate it.

The border must be in good taste, and appropriate to the copy it encloses and the character of the type used in the text. A heavy, bold-faced type requires a relatively heavy border. Light-faced type calls for a more delicate border.

Borders need not enclose the entire advertisement, nor be used at all. Some prefer to use a border of plain space all around their copy, feeling that the comparison between the printed matter and the surrounding white space is more certain of attention. In this connection it must be remembered that white space costs as much money as the space filled with copy and illustration, and it is doubtful if very wide blank borders justify their cost.

Use of Colors.—In all newspaper advertising and in the great bulk of all magazine advertising the copy, illustration as well as text, is run in one color—black. On magazine covers and inserts and in catalog, poster and display work for dealer helps, colors come into frequent use. Colors have an important part to play in advertising. Where the thing advertised is in a certain color, if the illustration can be shown in the actual color, the percentage of sales will be found to be

considerably larger than when run in black and white. The reality makes the difference.

In order to secure good color work—and poor color work is worse than none at all—the advertiser should have a clear understanding of color values and combinations, especially in connection with "process color work" which is so widely and effectively used.

Colors are strong or weak, the strong being black, red, yellow, blue, green and white. All colors differ in intensity. There are complimentary colors, like red and green, orange and blue, black and yellow, each of which intensifies the other and brings out contrasts, especially in lettering in one of the colors with the other as the background.

Color Combinations.—There are but three primary colors—red, yellow and blue. Green, purple, brown and orange are obtained by mixing combinations of these, thus making seven so-called "solid" colors, from which all other colors and shades are produced. Blue printed over red gives practically a black; blue printed over yellow, a green, while red, blue and yellow produce a brown and white, yellow and red yield orange. Purple is 4/5 blue and 1/5 red.

"Half-tone" color work will yield every conceivable shade. Three-color work is very pop-

ular, owing to the range of color combinations, and in this three sets of "half-tone" plates are used, one for each of the three colors used—yellow, red and blue, and the color effects are obtained by "over-printing" one plate upon the other except where the solid colors are wanted, and in the order of the colors given—yellow first, then red and blue last. In two-color work the key plate is printed last.

LAYOUTS

Purpose.—The layout is in reality a diagram showing the arrangement of the copy and illustrations as they will appear, as to location, in the completed advertisement.

This is done before the copy is sent to the printer to be set up, so that it may be seen whether there is the proper balance and proportion.

Details.—Usually a rough layout is first made and then a more accurate one for the compositors. This latter one shows all display in its proper position, the location of all cuts, with their exact size, the arrangement of the type matter, position of borders, etc., so that the copy writer's ideas can be carried out fully in the setup.

Sizes of type for the headings and principal portions as well as of borders and their number

or other designation should be given. It is advisable not to go too much into detail as to type sizes, as the compositor accustomed to setting advertisements is apt to be more familiar with such matters than the average advertising man. To leave something to his judgment is apt to produce a spirit of interest and co-operation that would be lacking if he had no latitude of opportunity for the play of his creative genius.

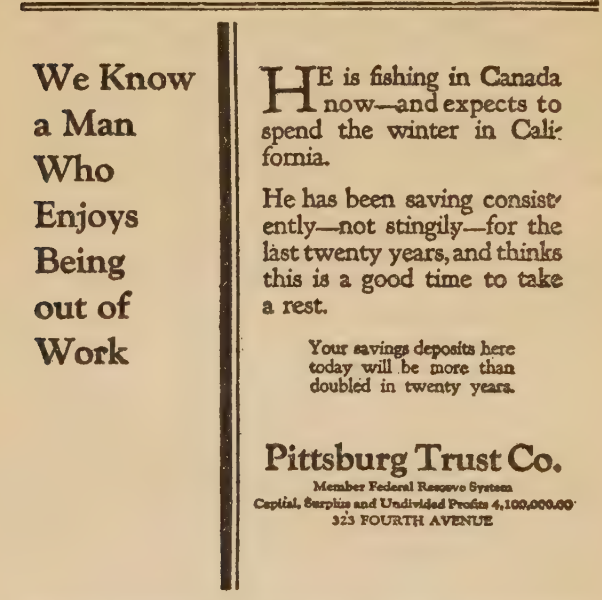
TYPE AND TYPE FACES

Proper Selection.—While we have just said that the compositor should not be too closely restricted in the matter of selection of type faces and sizes in setting up advertising copy, yet it is essential that the advertising man have a thorough knowledge of the sizes and fonts of type in common use, as they are the medium that carries his message, and to a large degree the selection of the style to be used rests with him.

Certain classes of goods call for certain kinds of type. Heavy hardware requires a bold type, while jewelry and laces call for a light and dainty type.

Type Measurements.—All type is cast on what is known as the "point system" in which the standard of measurement is 1 inch, divided into

72 points, the measurements being taken from edge to edge of the type block and not by width, which would vary as between a "w" and an "i,"


We Know a Man Who Enjoys Being out of Work
HE is fishing in Canada now—and expects to spend the winter in California.
He has been saving consistently—not stingily—for the last twenty years, and thinks this is a good time to take a rest.
Your savings deposits here today will be more than doubled in twenty years.
Pittsburg Trust Co.
Member Federal Reserve System
Capital, Surplus and Undivided Profits 4,100,000.00
323 FOURTH AVENUE

Thrift Appeal—Strong Presentation, Both in Copy, Arrangement of Matter and Type

both in the same size. The actual printing surface is somewhat smaller than the proportionate part of an inch as indicated by the number of points, to allow for the shoulder.

According to the number of points in the size

of the type one can readily tell the number of printed lines to the inch. This is done by dividing 72 by the number of points in the selected type. If copy is to be set in 6-point type, there will be 12 lines to the inch, because 6 is contained in 72, 12 times. By the same token there are 9 lines of 8-point type and 6 lines of 12-point type to the inch. Type larger than 1 inch, or 72 points, is usually made of wood, as accordingly known as "wood type." It is used frequently in poster and large circular work.

Type Names.—Type is designated by name as well as size, the names and respective sizes in points, being as follows, each being set in its own size:

Pearl ..... 5 points
Agate ..... 5½ points
Nonpareil ..... 6 points
Minion ..... 7 points
Brevier ..... 8 points
Bourgeois ..... 9 points
Long Primer ..... 10 points
Small Pica ..... 11 points
Pica ..... 12 points

Type is also standardized as to thickness, which means the distance from the printing surface to the base, and which is .918 of an inch, and is known as "type-high."

LINE MEASUREMENTS

Method of Computing.—Because of the difference in width of the various type faces, the length of a line of type is computed in terms of "ems," which is the square of any size type. In line measurements the em of pica—12 point—is used, making 6 pica ems to the inch. (See previous page.)

Newspaper columns vary in width, but the average is 13 pica ems or 2 1/6 inches. With magazines there is considerable variation, 16 pica ems being the average.

In buying advertising space one should always ascertain the unit of measurement, as to whether it be agate, nonpareil or some other measure, and also the column width in ems. In no other way can a definite idea of the space be obtained that will be accurate in relation to type sizes; and enable one to act intelligently.

It is often necessary to be able to convert inches into ems, and vice versa, and it is done by multiplying by 6 when converting inches into ems, and by dividing by 6 converting ems into inches.

The following table which gives the number of ems to the line of type, will be found of great assistance not only to the publisher but especially to the student of advertising:

Length of line. Inches.	Number of ems.
2	12
2 1/6	13
2 1/3	14
2 1/2	15
3	18
3 1/2	21
4	24
4 1/2	27
4 5/6	29

Spaces.—This is the name given to the pieces of metal, less than type high, used between words and sentences. They are of various sizes, corresponding to the sizes of type used and range in width from 1/2 point to 3 ems. The direct spaces are known as "3-em," "4-em," and "5-em" spaces, the 3-em being 1/3 the width of an em; the 4-em being 1/4 the width of an em, and the 5-em being 1/5 the width of an em—the em being, as already stated, the square of any type size. Spaces larger than 3-ems are known as "quads."

Spacing between lines is done by means of metal strips, called "leads," varying from 1 to 3 points, above which they become known as "slugs." Type set without the use of these strips or "leads," is said to be set "solid," and when

they are used, it is said to be "leaded." To illustrate: "Leaded" refers to the use of 2-point strips between lines, which means that 6-point type "leaded" takes up as much space as 8-point set "solid."

Specimen Type Faces.—Nearly every printer makes up a sheet showing the assortment of type faces he carries in various sizes, as well as borders in use. The advertising man should be equipped with a set of each, in order to be able to call for such styles and sizes as are available.

Typesetting.—There are two ways of typesetting—by hand and by machine. Hand composition still prevails in the smaller shops and is used even in the largest, particularly in "ad composition" where there is a variety of type faces and sizes to be used, and special arrangements to be followed and spacing to be made.

Machine composition is either on the Linotype machines, operated from a keyboard like a typewriter, and which casts an entire line at a time, or on the Monotype machines, similarly operated, but which sets each character separately. In the event of corrections, the entire line must be reset on the Linotype machines, while the single wrong character may be changed on the Monotype. The Linotype machines are largely used in newspaper and commercial work and the Mon-

otype for the more careful work, as two machines are used, one that cuts the characters on a sort of master sheet and the type is cast in another. In the Monotype machines each type character is separately cast, as indicated by the name—Mono, meaning one or alone—which makes alterations easier than on the Linotype machines which cast an entire line as a single piece of metal. On both machines, therefore, all type is cast new for each job, the old type being remelted and used over and over again.

CUTS

Different Kinds.—It is necessary that the student of advertising should have a working knowledge of the various kinds of cuts and the adaptability of each for purposes of illustration. Not only this, but the kind and quality of the paper upon which they are to be printed determines the kind of cuts that must be used. The half tone cuts that show up so beautifully in the magazines would appear as blotches if run in the newspapers.

Cuts are divided into two general classes or divisions, as to whether they are "originals" or "reproductions." These general classes are again divided into a number of different kinds of cuts. The originals may be zinc etchings, half

tones or wood cuts. The reproductions may be electrotypes, steeltypes, lead-moulded electrotypes, nickeltypes, stereotypes or aluminumtypes,

Traveling Comfort
Look for the Name on every Kit
Your Own Toilet Articles
go into Fitall—the adjustable toilet kit—exactly as if it had been specially made for them, and once fitted no further adjustment is required.
Get Fitall—traveling comfort—at leather goods or department stores, in flexible leathers or waterproof fabrics, at popular prices.
The Do it today and travel right.
Adjustable
Fitall
Toilet Kit
15c
GULDEN'S
You've heard people say "all to the mustard," meaning just right—snappy—great—well, they say the same of foods eaten with Gulden's.
Gulden's Mustard
READY-TO-USE

Terse, Striking Copy, with Strong Display, Creating Desire to Use

or zinc etchings may be made from any print copy or wood cut; all depending upon the material and processes used in the reproduction of copies or duplicates from the original.

If the cuts are to be used extensively, or on large runs and at different times, it is considered best to have reproductions made, and use them, holding the originals as "master plates" from which other reproductions can be made as the first ones wear down and fail to give clear, sharp impressions. This is more frequently the case in the use of half tone plates, and especially where the advertiser, being a manufacturer, is called upon to furnish cuts to jobbers or dealers for their use, and which are always electros and never originals.

Then there are different and special processes for the reproduction of illustrations such as lithography, offset and rotogravure, and which are more commonly used in fine color work on large runs.

Zinc Etchings.—These are known as "line engravings" or " zincs." They are used to reproduce any drawing or copy in solid lines, masses of color or dots or dashes, but the copy should be a pen drawing and never a photograph or a "wash drawing" which is made with a brush using diluted India Ink or water colors, unless the pho-

tograph is that of a line drawing or fairly good wood cut.

"Zincs" are largely used in color work where a "poster effect" is desired, that is, where the colors are all solids, and one set of plates for each color used must be provided except where a secondary color is produced by printing one color over another, such as a solid blue over a solid yellow gives a dark green, as already explained in the paragraph on Color Combinations.

The copy is photographed in the making of both "zincs" and "half tones" so that it is necessary to know the color values as they reproduce in a photograph of colored copy. Red, orange, yellow, dark blue and green photograph black. Always consult the engraver as to the color values of any colored copy to be reproduced in either process before starting the work, so as to be able to have the copy in proper shape to give the desired results. Shaded effects may be produced in zinc etchings by fine lines or dots —"strippling"— and which will appear just as drawn, affected only in their final size by the relation of the size of the copy to that of the finished plate. If the drawing or copy is large and the finished plate much smaller, the lines or dots will be proportionately finer or smaller.

Ben Day Process.—This process, named after the inventor, is of special value to the advertiser as it permits of beautiful shaded effects in zinc etchings without the necessity of having the work on the copy. It consists of a great variety of "screens" consisting of straight lines, curves, shaded lines, cloth textures and half tone effects laid on the zinc or copper plates which have all portions not to be covered by the Ben Day effects protected by a special coating, and when used in connection with zinc etchings gives a finished product that can be run on the cheaper grades of paper, such as news print, with almost the effect of half tone work.

Reverse Zincs.—This is the term given to the transposition of the black and white parts of the copy, so that lettering, for example, which may be black on white, will appear in white letters on a black background.

Half Tone Plates.—The name is derived from the fact that these plates are made up of dots of varying sizes, so that all the different color values and shadings in the copy may be shown in terms of black and white, from the almost pure white in the high lights, down to the almost solid black itself.

Here the wash drawing or the photograph makes the best copy, as all the shades and varia-

tions of the colors are faithfully reproduced. The effect is produced by photographing the copy through a screen of heavy, clear glass, ruled most accurately with line black lines, up and down and cross-wise, so that they cross at right angles. These lines vary from 55 to an inch to 175, although some screens have been made with many more lines to the inch, but only for special work.

In ordering half tone plates, regard must be had to the quality of paper on which the plates are to be printed, so that the proper screen may be used. In newspaper work only the very coarse screens may be used, such as the 55 and 65, while on weeklies, an 85 line may safely be ordered, the finer ones being used for the better class of catalog and circular work.

The advertiser should always ascertain from the publication whose space is to be used, the screens that will reproduce best on the grade of paper used and follow that advice, even if special half tone plates have to be ordered to comply with such information, lest the result be disappointing.

Woodcuts.—These are mostly hand engravings on wood—box wood being the standard—although mechanical means are used to produce curved lines, waved tints and graduation lines

to show shading. Catalog or mail order houses use the woodcuts extensively, as they bring out detail with wonderful clearness and can be run on cheaper and lighter weight paper than other plates.

Electrotypes.—These are reproductions of original zincs or half tones or type matter up to full page sizes, made by taking a mineral wax impression of the original, and by electrical energy depositing a copper shell on the mould, which is filled with metal and when finished is mounted on wood until the completed plate and backing is type high.

Large runs are not made from type or zincs because of the softness of the metal, so the matter is electrotyped or "plated" thus insuring freedom from wearing down while on the press.

While most electros have wood backs, some are made with solid metal backs and others with "patent base" and these are used principally in fine color work where close registry of the different colors is required.

Steeltypes, Nickeltypes.—These are electrotypes, one with a deposit of steel on the face of the mould, giving a harder surface and sharper lines, while the nickeltypes are really nickel-plated electrotypes. Both are unaffected by chemical changes produced by the use of col-

ored inks in color work, which on ordinary electrotypes will often change the color values while being run. They are also harder.

Lead-Moulded Electrotypes.—These are used in high-grade color work and are reproductions of original half tone plates, where under heavy pressure of from two hundred to six hundred tons sheet lead is pressed against the face of the original, instead of using a wax mould. Type matter cannot be thus reproduced as the type metal will not withstand the pressure.

Stereotypes.—These are used to reproduce type matter and coarser half tones not finer than 85 screen, where fine reproductions are not necessary. They are made by taking the impression in a papier-maché composition into which molten stereotype metal is poured and finally mounted on wood. This papier-maché mould is called a "matrix."

Aluminumtypes.—These have great acid-resisting qualities and hardness and are used for certain kinds of types and plates.

Scaling Drawings.—Very few drawings or photographs are made actual size, and so must be "scaled" or reduced to fit the actual space. It is very important that every advertising man know how this is done. Place the drawing or photograph before you and draw a straight line

diagonally from the lower left-hand corner to the upper right-hand corner. If the reproduction is to be of a certain width, measure off that width on the bottom of the copy and then draw a perpendicular line up to where it intersects the diagonal, and at that point draw another line parallel with the bottom to the left hand margin of the copy, and you will have the exact proportional size of the finished cut of the required width. If the cut must be of a certain height, measure up from the bottom, and at the required height draw a line parallel with the bottom from the left-hand side to where it intersects the diagonal, and then a perpendicular line from that point of intersection down to the bottom of the copy, and you will have the width of the cut in the same proportion of the original.

Remember that scaling or reducing a drawing or other copy will not change the proportion of the original. If a finished cut is to be of both a certain height and width, the drawing or copy must be made to that same scale, which every artist knows how to do—he must scale the finished size and project it to the size he wants to work on, so that on the reduction, the same proportions will be preserved and the finished cut be the exact size on both dimensions.

SECTION 80—ADVERTISING

PROOFS AND PROOF-READING

Proofs.—Proofs are ink impressions of type matter or illustrations or both, taken either by hand or by a proofing press, on one side of a sheet of paper, for submission to the customer to afford opportunity for making corrections or changes before the run is made.

In all cases except proofs of color plates where color proofs are required, the proofs are made with black ink.

Stone Proofs.—Rough proofs are usually pulled from the "stone" that being the name of the composing table which has a flat stone top, the type being tied to hold it in place, and then inked with a hand roller and a sheet of paper laid over it, the impression being taken by pounding on a padded block of hardwood with a mallet.

Galley Proofs.—These are usually of type matter or type and small cuts that are to be set in with type matter. The name is derived from the galley, which is a long metal tray which holds the long columns of type matter as it comes from the compositors or typesetting machines, and this form of proof is more frequently used in correcting editorial matter, either for publications or reading matter for booklets, etc.

Page Proofs.—Page proofs are usually furnished after the galley proofs have been submitted and corrected. In page proofs all reading matter and illustrations have been placed in the position in which they will appear in the finished job, and they must be most carefully read, with special attention to the carrying over from one page to the other, so that there will be no break in the reading matter or any transposition of lines.

Press Proofs.—These are final proofs on coated or enamel paper, taken on the press, after the forms have been locked up in the chase and are ready to run. It is the last chance to make any changes or alterations.

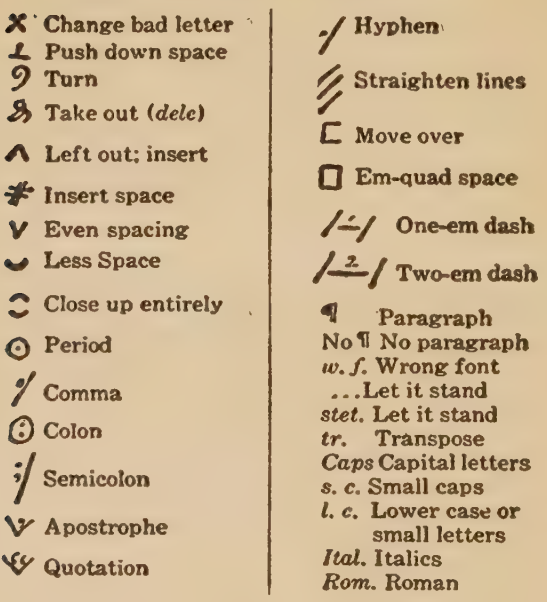
Correcting Proofs.—In correcting proofs there are certain symbols that are in almost universal use and with which every advertiser should be familiar. They are here given as well as an illustration of their actual use.

* It is important to read proof most carefully, to watch for letters up-side down and wrong fonts or styles of type slipping in to the composition.

Technical words, names, addresses and the like should be closely watched. The original copy should be returned by the printer with the proof. When the proof is correct, it should be

marked "O. K." and when corrections are to be made it should be marked "O. K. as cor." Do not give verbal instructions as to corrections, but always in writing, as the work of making the corrections may be passed on to others than the one to whom the instructions were given.

Proofreader's Marks



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